

**REBUILDING LIVELIHOODS: AN ASSESSMENT ON THE IMPACT OF
LIMITED ACCESS TO AGRICULTURAL INPUTS IN PAGEYA 'B' VILLAGE
AWACH SUB COUNTY GULU DISTRICT**

PASKA ABER

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN COMMUNITY
ECONOMIC DEVELOPMENT (MCED) OF THE OPEN UNIVERSITY OF
TANZANIA**

2013

CERTIFICATION

I, the undersigned certify that I have read and hereby recommend for the acceptance by the Senate of the Open University of Tanzania a dissertation titled; “Rebuilding Livelihoods: An Assessment on the Impact of Limited Access to Agricultural Inputs in Pageya ‘B’ Village Awach Sub County Gulu District” as a partial fulfilment for a degree of Master in Community Economic Development at the Open University of Tanzania.

Signature

Dr. Mutasa Felican (PhD)

Date

COPYRIGHT

This dissertation is copyright material that may not be reproduced by any means, in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without permission of the author or the Open University of Tanzania on that behalf.

DECLARATION

I Paska Aber do hereby declare that this study titled “Rebuilding Livelihoods: An Assessment On The Impact Of Limited Access to Agricultural Inputs in Pageya ‘B’ Village Awach Sub County Gulu District was my original work which has not been presented in any institution for any purpose and will remain unpublished until certified by the Open University of Tanzania.

DEDICATION

I dedicate this study to my Father, Mr. Bonaventure Odokorach 'Lapwony' (RIP) and my mother Mrs. Anjuleita L. Odokorach - (RIP) who tirelessly encouraged and supported me through the study time unfortunately they have not all lived to see me to end of the struggle. May their souls all rest in peace!

ACKNOWLEDGEMENT

I would like to thank the management of Sports Outreach Ministry - Gulu for their open hand to allow me conduct this research through their organization and for the resources that facilitated this study.

I would also wish to extend my gratitude to the entire lecturing team of the Open University of Tanzania -OUT (CED) department especially my supervisor Dr. Felican Mutasa for his commitment and support during the Master's thesis. He has put across a great time he possesses to encourage and guide the process of this write up. Special thanks go to my family especially my children (Meloni Lees, Richard Lee and Barbra).

ABSTRACT

The study “assess the impact of limited access to agricultural inputs was conducted in Pageya B village Awach Sub-County in Gulu District,” had conducted four research objectives; to examine demographic characteristics, identify the factors /problems affecting rebuilding of livelihoods, establish causes and determine possible solution. Through a CNA Qualitative and quantitative data were collected using structured interview, Focus group discussion, KII and observation administered in a participatory manner using PRA approach. Findings revealed that in the village recovering from over two decades of war(1986-2006), their livelihood means crop production (66.7 %) was affected low crop production (40%) causes by limited access to agricultural inputs (60%).Therefore provision of Agricultural input (hand hoes)was required appropriate (50%) through enhancing opportunities for accessing agricultural input-hand hoes (76.7%). The Uganda NDP document though view hoes as old traditional technology but good start in recovery situation. A midterm evaluation on the project to enhance access to agricultural input (hand hoes) found out that; the project was relevant to needs 100% and increased opportunities to access hoes 62.5%, beneficiaries adopted and practiced durable solutions to access hand hoes66.7%, and sustainability prospects100%.Therefore increased opportunity, capacity built and hand hoes provided, livelihoods could be livelihood rebuilt in Pageya B village.

TABLE OF CONTENTS

CERTIFICATION.....	ii
COPYRIGHT.....	iii
DECLARATION	iv
DEDICATION	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF TABLES.....	xiv
LIST OF FIGURES.....	xvi
LIST OF ABBREVIATIONS AND ACRONYMS.....	xvii
 CHAPTER ONE	 1
1.0 PARTICIPATORY NEEDS ASSESSMENT.....	1
1.1 Introduction/ Background Information.....	1
1.2 Community Profile	1
1.2.1 General Profile of Pageya Village.....	1
1.2.2 Location of Pageya Village	2
1.2.3 Socio-Economic Status of Pageya ‘B’ Village	2
1.3 Community Needs Assessment (CNA)	3
1.3.1 Objectives of Community Needs Assessment.....	4
1.3.1.1 Goal	4
1.3.1.2 Objectives	4
1.3.2 Research/CNA Questions/Hypothesis	4
1.3.3 Research Methodology	5
1.3.3.1 Research Design	5

1.3.4 Data Collection Methods	7
1.3.4.1 Structured interview	7
1.3.4.2 Focus Group Discussions (FGDs)	8
1.3.4.3 Key Informant Interview (KII)	8
1.3.4.4 Observations	9
1.3.5 Data Analysis Methods.....	10
1.3.6 Debriefing	10
1.4 CNA Findings.....	10
1.4.1 CNA Background	10
1.4.2 Demographic Information	11
1.4.2.1 Sex of Respondents	11
1.4.2.2 Age Group Distribution	11
1.4.2.3 Household Population of Respondents.....	12
1.4.2.4 Source of Livelihoods and Income	13
1.4.2.5 Means of implementing livelihood activities	14
1.4.3 Participatory Identification of Factors /Problem	15
1.4.3.1 Problem Ranking	16
1.4.4 Causes of the Problems/Factors Affecting Rebuilding of Livelihoods	17
1.4.4.1 Problem Tree Analysis	18
1.4.5 Effects of the Problems/Factors affecting Rebuilding the Livelihoods.....	19
1.4.6 Possible Solutions to the Problems/Factors affecting Rebuilding the Livelihoods..	21
1.5 Community Needs Prioritization	22
CHAPTER TWO	25
2.0 PROBLEM IDENTIFICATION	25
2.1 Background to Research Problem	25

2.2 Problem Statement.....	25
2.3 Project Description	26
2.3.1 Target Community.....	27
2.3.2 Stakeholders.....	28
2.3.2.1 Stakeholders Analysis.....	28
2.3.3 Project Goal.....	28
2.3.4 Project Objectives.....	29
2.4 Host Organization.....	29
2.4.1 Vision	29
2.4.2 Mission.....	30
2.4.3 Core Values	30
2.4.4 Overall Goal	31
2.4.5 SOM Organizational Structure.....	31
2.4.6 SWOT Analysis of SOM.....	32
2.5 Chapter.....	33
CHAPTER THREE.....	34
3.0. LITERATURE REVIEW	34
3.1 Introduction.....	34
3.2 Theoretical Literature	34
3.2.1 Theoretical Framework:.....	34
3.2.1.1 Definition of Key Words	34
3.2.2 The Concept of Limited Access to Agricultural Inputs.....	36
3.2.2.1 First Circle; Factors Contributing to Limited Access.....	36
3.2.2.2 Second Circle: Recipients' Characteristics.....	36
3.2.2.3 Third Circle: Challenges Associated with Provision of Agricultural Inputs	37

3.2.3 Factors Contributing to Limited Access to Agricultural Input.....	39
3.2.4 Effects of Limited Access to Agricultural Inputs	42
3.2.5 Possible Solutions to Limited Access to Agricultural Inputs	42
3.3 Empirical Literature.....	42
3.3.1 Related Projects and Approaches	43
3.3.1.1 International Projects/Programs	43
3.3.1.2 National Programmes:	44
3.3.1.3 Projects/Programs in Northern Uganda Districts and Pageya B Village.....	48
3.3.2 Lessons Learned from for the Literature Sources, and their Experiences.....	49
3.3.3 Incorporation of Lessons Learnt,and Good Practices	50
3.4 Policy Review	50
3.4.1 International Policies.....	51
3.4.2 Policies in Uganda.....	51
3.4.2.1 Social Policy:.....	51
3.4.2.2 Agricultural Policies:	52
3.4.2.3 Uganda's Constitution 1995	53
3.4.2.4 Uganda's Gender Policy:.....	53
3.5 Literature Review Summary	53
CHAPTER FOUR	55
4.0 PROJECT IMPLEMENTATION	55
4.1. Introduction.....	55
4.2. Products & Output	55
4.3. Project Planning.....	56
4.4. Implementation Plan.....	56
4.4.1 Inputs	57

4.4.1.1 Input Cost for the Project.....	57
4.4.2 Staffing Pattern	57
4.4.4 Project Budget	59
4.5 Project Implementation.....	61

CHAPTER FIVE70

5.0 PROJECT PARTICIPATORY MONITORING, EVALUATION AND SUSTAINABILITY.....70

5.1. Introduction.....	70
5.2. Participatory Monitoring	70
5.2.1 Monitoring Information System	71
5.2.2 Research Methods.....	71
5.3. Participatory Monitoring Plan	71
5.4. Participatory Evaluation	72
5.4.1 Performance Indicators.....	72
5.4.1.1 Research Method	72
5.4.2 Summary of Evaluation	73
5.4.2.1 Achievements of Indicators	74
5.5. Sustainability	89
5.5.1 Sustainability Elements	89
5.5.1.1 Sustainability Plan	89

CHAPTER SIX95

6.0 CONCLUSION AND RECOMMENDATION.....95

6.1. Introduction.....	95
6.2. Conclusions	95

6.3. Recommendations.....	98
REFERENCES	100
APPENDICES.....	111

LIST OF TABLES

Table 1: Showing Sex of Respondents	11
Table 2: Age Groups Distribution	12
Table 3: Household Population	12
Table 4: Showing Source of Livelihood and Income	13
Table 5: Means of Implementing Livelihood Activity	15
Table 6: Factors Affecting Rebuilding Of Livelihoods.....	15
Table 7: Problems Ranking (Conducted 77 Participants).....	16
Table 8: Cause of the Factors Affecting Rebuilding the Livelihoods	18
Table 9 Effects of the Problem/Factors Affecting Rebuilding the Livelihoods	20
Table 10: Possible Solutions to the Factors Affecting Rebuilding the Livelihoods.....	21
Table 11: Ranking Community	23
Table 12: Summary Estimated Project Budget.....	60
Table 13 Evaluation Respondents' Category:	73
Table 15: Mode of Involvement In The Project	76
Table 16: Number of Durable Solutions to Access Agricultural Inputs Adapted and Practiced	77
Table 17: Showing Agricultural inputs per Beneficiary.....	78
Table 18: Acreages Cultivated	79
Table 19: Varieties of Crops Planted in the Acreages Cultivated	80
Table 20: Duration in the Project.....	81
Table 21: Improved Capacity in Basic Business and Management	82
Table 22: Project Relevance and Met Needs	83
Table 23: Duration in the Project.....	84
Table 24: Mode of Involvement in the Project.....	85

Table 25: Utilization of Agricultural Inputs (Hand hoes)	86
Table 26: Supports: Regular Monitoring, Technical Support, Mentorship	88

LIST OF FIGURES

Figure 1: Hand Hoes found in a Hut in the Pageya B village.....	9
Figure 2: Samples of Sources of Livelihoods.....	14
Figure 3: Problem Tree Analysis.....	19
Figure 4: Objective Tree Analysis.....	24
Figure 5: Project Cycle.....	27
Figure 6: SOM Organizational Structure.....	31
FIGURE 7: Conceptual Framework of Limited Access to Agricultural Input In Relation to Low Crop Production.....	38
Figure 8: Different Types of Hand Hoes: Left Hoe Used by the Langi People, Right Acholi People.....	39
Figure 9: Uganda Seasonal Calendar (2013).....	55
Figure 10 Beneficiaries Display their Group Work Plan.....	56
Figure 11: Respondents Prepare for Pair-Wise Rank to Identify their Problems.....	62
Figure 12: Showing the Group Bylaw.....	64
Figure 13: Group Members Move for Group Gardening.....	64
Figure 14: Distribution of Hand Hoes.....	66
Figure 15 Daily Group Work Report Indicating Income Obtained.....	67
Figure 16: Evaluation Respondents' Category:.....	73
Figure 17: Project Relevance and Meeting Needs.....	74
Figure 18: Adaptation and Replicated Project by Wider Population of Pageya B Village	75
Figure 19: Groundnuts Harvested Displayed to Dry.....	80
Figure 20: Author r (2013). Saving in Material for the Future.....	92

LIST OF ABBREVIATIONS AND ACRONYMS

GoU	Government of Uganda
HH	House holds
IDPS	Internally Displaced Persons
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MDG	Millennium Development Goal
MGLSD	Ministry of Gender labor and social development
NAADS	National Agricultural Advisory Development Services
NDP	National Development Plan
PRA	Participatory Rural Appraisal
PRDP	Peace Recovery and Development Program
PRS	Poverty Reduction Strategy
	Restoration of Agricultural Livelihoods in Northern Uganda
RALNUC	Component
SOM	Sports Outreach Ministry
SPSS	Statistical Package For Social Sciences
UBOS	Uganda Bureau of Statistics
WB	World Bank

CHAPTER ONE

1.0 PARTICIPATORY NEEDS ASSESSMENT

1.1 Introduction/ Background Information

This chapter covered community profile, Community Needs Assessment, objectives Research/CNA questions, CNA/Research Methodology, CNA findings, Community Needs Prioritization on the research titled; rebuilding livelihoods: an assessment on the impact of limited access to agricultural inputs in Pageya ‘B’ village Awach sub-county, Gulu district.

1.2 Community Profile

This section provided a profile of the area of study, demography /population characteristics of the people in Pageya ‘B’ Village, Awach Sub-county -Gulu district.

1.2.1 General Profile of Pageya Village

Pageya ‘B’ Village is among the villages of Awach Sub-county¹ Gulu District with a total of 205 households at an estimated population of 1,021 (at an Average Household size of 5.0 persons per house household)² as confirmed in the KII. The village lies in Gwendiya Parish within the population density of 50.95/sqkm according to Uganda Bureau of Statistics (UBOS) 2006 boundary information, Uganda Clusters (June 2010). The Sub-County has a total population of 11,160 (5,793 female, 5,367 male) with average household size of 5.0 people per household, UBOS (2002) Census Report. As the recover from the effects of the past war, some households had part of their family members leaving in the former IDP which have remained as small growing trading centers

¹<http://www.ec.or.ug/2011/Administrative%20Units.pdf>

²At an Average Household Size of 5.0 persons per house household - UBOS – 2002 census report.

1.2.2 Location of Pageya Village

Pageya 'B' village is located within latitude 2°46'46.16"N and longitude 32°21'34.12"E.

1.2.3 Socio-Economic Status of Pageya 'B' Village

75% of Uganda household livelihood is agriculture especially subsistence agriculture which is (70%),³ and a source of food and nutrition security, income and employment Uganda's Feed the Future Strategy 2011-2015 strategy (16th February 2011) and John Jagwe (May 2011).

Gulu District in particular also survive on crop production for livelihoods which employs about 95% of the population due to very fertile land which covers 87.4% of the total land area however less than 15% of land is utilized yearly due prolonged insurgency and its' consequences that had rocked the sub-region where 80% of farm families had been unable to produce due to displacement, and the average household production reduced in the past 13 years.⁴ Pageya 'B' village is among the village of northern Ugandan which suffered the consequence of displacement, social and livelihood disruption by depending on humanitarian assistance. However, with reduction of hostilities and attempted peace talks of 2006, people gradually returned to their original homes (villages) to rebuild their livelihoods agriculture.

The traditional Acholi community had an established homestead with big granaries, on the compound, domestic animals, poultry big huts in a big homestead with kin mate living together, big gardens which had big harvests which were kept in the granaries. Apparently, Pageya village like any other community in northern Uganda depicts a

³<http://www.gulu.go.ug>

⁴ Gulu district, <http://www.Gulu.go.ug>

recovery situation associated with small huts-in, few domestic animals, no granaries (food stores), small gardens around homesteads and few household items. Therefore, to rebuild the past livelihood situation, the community of Pageya 'B' village requires an enhanced capacity to rebuild their lost livelihood both socially and economically since they returned from the IDP camps from 2008-2011.

Due the prolonged conflict which resulted in widespread asset depletion Kirsten Gelsdorf et al. (Working Paper 4 August 2012) argued that restarting livelihoods has been difficult among the former IDPs since determinants of recovery were availability of household labour, skills and assets. These challenges have resulted into lack of inputs, low food production, labour. Food aid was identified as essential to resettlement for restarting livelihoods.

1.3 Community Needs Assessment (CNA)

This section provided detailed process, methods and findings of the participatory Community Needs Assessment (CNA) conducted in Pageya 'B' village to identify, prioritize and set possible solutions to the community needs. Harper *et al*, (2002), in a Child Protection Project, defined CNA as an act of identifying the strengths and resources availability in a community assess needs, capabilities. It is important for understanding a community's concerns and enables needs characterization and remedial Community Tool Box (2002) and CEDPA (1994). FGD, meetings, and interviews, telephone are used. Participatory rural appraisal (PRA) are usually advised as argued by Anantha K. *et al* (June 2005) and Chambers (1997 pp 103) to incorporates local people priorities in decision making, policy development, and project implementation, and empowering them to become social actors rather than passive subjects. While Jennifer Rietbergen-McCracken *et al* (1998) said that PRA are visual technique developed by community

members for community-led action plans. This study used PRA aimed to build the capacity, empower beneficiaries through sharing listening to their views and involving them. Participation principles such as transparency for equal opportunities, inclusion for both men and women, empowerment where special skills, abilities to manage problem were adapted in the CNA through the PRA highlighted by Anantha K. *et al* (June 2005).

1.3.1 Objectives of Community Needs Assessment

1.3.1.1 Goal

The study was to assess problems, causes, effects and possible solutions on the livelihoods of the community in Pageya B village, Gulu district.

1.3.1.2 Objectives

- i** To examine demographic characteristics of the Community of Pageya ‘B’ village, Awach Sub County Gulu District.
- ii** Establish causes of the factors affecting rebuild of livelihoods of the people of Pageya ‘B’ village in terms of livelihoods Awach Sub-county Gulu District.
- iii** Establish the effects of factors affecting rebuilding of livelihoods of the people of Pageya ‘B’ village in terms of livelihoods Awach Sub-county Gulu District.
- iv** Determine possible solution to address the factors affecting rebuilding of livelihoods on the people of Pageya ‘B’ village Awach Sub-county Gulu District.

1.3.2 Research/CNA Questions/Hypothesis

A research question is one of the first steps in conducting a research and it ought to be precisely and plainly distinct and friendly to users, understandable for quality data collection with quality outcome. This is the basis for a qualitative and quantitative research and sometimes a development of a conceptual framework for study foundation

for theoretical assumptions as well as specifying what the researcher desires to identify.

The research questions for this study therefore were:

- i. What are demographic characteristics of the Community of Pageya village 'B' Awach Sub-County Gulu District?
- ii. What are factors/problems affecting rebuilding of livelihoods of the people of Pageya 'B' village Awach Sub County Gulu District?
- iii. What are the causes of the factors affecting rebuild of livelihoods of the people of Pageya 'B' village Awach Sub-county Gulu District?
- iv. What are the effects of the factors affecting rebuild of livelihoods of the people of Pageya 'B' village in Awach sub-county Gulu District?
- v. What are the possible solutions in address the factors affecting rebuilding of livelihoods on the people of Pageya 'B' village Awach Sub-county-Gulu District?

1.3.3 Research Methodology

This section laid out four sub-sections; the research design, sampling techniques, data collection and data analysis was implemented. The project used PRA approach to ensure effective and valuable participation of the affected people with the support of visualization method and pair wise ranking in problem identification and needs prioritization.

1.3.3.1 Research Design

There are several research designs techniques that can be used to conduct similar studies. "Research design is different from the method by which data is collected."⁵ The study was conducted on a strata or sub-population of Pageya village, not taking everybody in Pageya Village. The study used a case study associated with strata or sub-population of Pageya

⁵<http://www.nyu.edu/classes/bkg/methods/005847ch1.pdf>

village, with qualitative and quantitative research methods using descriptive frequency were the data analysed using SPSS. Interviews (structured and semi-structured), observation and Focused Group Discussion were used for data collection. Convenient and purposive sampled respondents from Pageya 'B' village, SOM organizations staff, government official and the community leaders were involved.

i Sampling Techniques

This section provided the sampling technique that was used during the study. It entailed both convenient and purposive sampling methods. It also provided the sampling procedure and sample sizes that were used during the study.

a) Study Population:

The target population for this study included age; ranges between 12 to 70 years and these were community members (individual household members) of Pageya 'B' village, community leaders, government officials and staff of SOM working in Pageya 'B' village. Household members were greatly targeted as participants whose views on the village issues were considered to be relevant therefore their participation revolved around households and individuals. 2 types of sampling methods were relevant during selection of respondents to ensure diversity of opinions and responses.

b) Sample Procedures:

This section provided the sampling technique that was used during the study. It entailed both convenient and purposive sampling methods. It also provided the sampling procedure and sample sizes that were used during the study. Individual participants were selected from households irrespective of gender. It involved determination of the number of individuals in the study area and further selection of targeted beneficiaries based on

representation and involvement. Other participants were identified through the influence of their office in providing change in the community since they would contribute focused information and lead the groups at the time when they would need to register their group in a recognised community based organisation.

c) Sample Size

The total number of respondents in the CNA study was 78 with women taking 41 and men 37 under the following breakdown; Individual interviews: 30 individuals.(12 male and 18 female), Key Informant Interview (KII): 4 Government officials, political leaders, local leaders (all male), FGD (44); women (12), men (10), Youth; male and female (12- 6 male, 6 female), elderly people; male and female (10- 5 male, 5 female). Each group composed of 10-12 members each.

1.3.4 Data Collection Methods

According to Centers for Disease Control and Prevention (1st September 2010), data collection was defined as an approach where facts about an activity to be performed and its outcomes to be achieved are combined, through use of evaluations which include literature reviews, secondary data review, natural observations, surveys, expert opinion, and case studies. The methods used are as below:

1.3.4.1 Structured interview

This is a qualitative research method commonly used with the aim of ensuring a standardized interview outcome based on same questions in the same order, and answers can be reliably aggregated. According to the business dictionary, it is a “*fixed format interview in which all questions are prepared beforehand and are put in the same order to*

each interviewee.”⁶ 30 individual respondents at age range from 12- 70 years old to assess magnitude of the problem and effects and possible solutions. The method was chosen based on attributes and though limitations such as time consuming, quality and usefulness of the information depending on the quality of the questions asked, thus pre-planning, was ensured.

1.3.4.2 Focus Group Discussions (FGDs)

FGD according to Centers for Disease Control and Prevention (1September 2010)is used is with selection of a group of people based on their relevance to an evaluation. It was to foster discussions for sharing views, opinions, and observations a subject matter, HOI State University, Center for the Study of Students Life (August 2012) and Centers for Disease Control and Prevention (ibid). This study conducted FGD in4 groups; women (12), men (10), Youth; male and female (12, 6 male, 6 female), elderly people; male and female (10- 5 male, 5 female) administered by the researcher was supported and 2 assessor per group.

1.3.4.3 Key Informant Interview (KII)

Key informants interviewed (KII) was administered among Government officials, political leaders, local leaders as the ambassadors of the community on government programs and projects. Information on availability or lacking government livelihood programmes development plans for the study area, challenges in rebuilding livelihood were revealed in this interview process. Political and local leaders they knew the social bond and its importance in the community in terms of livelihood status. The researcher used such data from KII to back up the needs for the projects findings indicated a lot of challenges in the village and show to the beneficiaries that the study was not a stand alone

⁶<http://www.businessdictionary.com/definition/structured-interview.html>

plan but based on findings from the stakeholders who were custodians of government programs and development.

1.3.4.4 Observations

Observation according to Anne M. (2002), is used as a structured research method (purposive recording of physical and verbal behavior) and unstructured (understand and interpret cultural behavior), viewing crop yields, household items on display such as hand hoes used before the project inception, compounds and social interactions moods. In this study observation was used to assess communities existing livelihood situations, verbal and nonverbal communications during data collection for such as the photo of hand hoes figure 1 below).



Figure 1: Hand Hoes found in a Hut in the Pageya B village

Source: Author ((2013). CNA

1.3.5 Data Analysis Methods

Data analysis processes involved reviewing the questions, coding, entering the data and analysing the whole data using Special Statistical Package for Social Sciences (SPSS), and this was conducted by the assessment. Both qualitative and quantitative analysis was carried out whereby the narrative analysis was analysed. For instance individual interviews findings was summarized, edited, coded, classified analysed through descriptive statistics such as frequencies and percentages was determined and the and analysed using special statistical package for social sciences (SPSS). The researcher chose findings presentation to be in charts, graphs and tables for easy narration and understanding among the study population educational and social background.

1.3.6 Debriefing

This was to ensure that the views of those who participated in the assessment were relied back to the respondents and community of study for cross checking and transparency. A total of 30 members (10 children (girls and boys), 5 youth girls and boys, 8 women, 7 men) including participants who participated in the assessment convened at Pageya B village to reaffirm their opinions.

1.4 CNA Findings

1.4.1 CNA Background

Findings in the CNA were based on data generated from Key Informant Interview, FGD, structured interviews and observation conducted with 78 respondents (women 41 and men 37) whose views informed the findings. The respondents' details were as follows; KII informants were 4, structured interview respondents 30, FGD participants were 44. The respondents provided their views on demographic status, problems/factors affecting rebuilding livelihoods, causes, effects and possible as shown below,

1.4.2 Demographic Information

Findings of the on respondents in the CNA indicated that; female turn up for the CNA was higher than male's with 56.7% against 43.3% male in the interviews as shown in table 4 below and 23 against 21 in the FGDs.

1.4.2.1 Sex of Respondents

Female respondents formed 56.7% while male formed 43.3% (43.3%) meaning female respondents was more compared to their male counterparts. As shown in table 1 below. Responds were astonished on the good turn up of male respondents compared to previous gatherings which were attended by women due to social believes where men usually engage in leisure leaving women and the girl child to attend to visitors at home or in the villages.

Table 1: Showing Sex of Respondents

Sex Category	Frequency	%
Female	17	56.7
Male	13	43.3
Total	30	100.0

Source: Author Primary Data CNA (2013).

1.4.2.2 Age Group Distribution

The researcher further investigated on the age groups of the respondents where respondents ages between 38-50 was the highest with 40% followed by 25-35 ages group with 26.7%, 51-70 age groups with 20% and age group 12-24 was 13.3% respectively.

Table 2: Age Groups Distribution

Age distribution	Frequency	%
12-24	4	13.3
25-37	8	26.7
38-50	12	40.0
51-70	6	20.0
Total	30	100.0

Source: Author Primary Data CNA (2013).

1.4.2.3 Household Population of Respondents

The household data gathered revealed that 53.3% of the people household population range from six to ten (on average 8 people per household), followed by 33% having one to five people (average 3 per household) and 13.3% have no people in their households as shown in table 3 below.

Table 3: Household Population

Household Population	Frequency	%
1-5	10	33.3
6-10	16	53.3
None	4	13.3
Total	30	100.0

Source: Primary Data CNA (2013).

This household number had impact on access to household livelihood activities/including agricultural inputs (hoes) which would be shared or leaving livelihood activities to some members of the household especially women and children who among the Acholi , people are valued for their domestic labour.

1.4.2.4 Source of Livelihoods and Income

Among the people interviewed 66.7 %)said their main source of livelihoods and income is subsistence farming, followed by 20% casual labour, fishing/sale of fish 3.3 %, 10% small business as shown in table 4 below;

Table 4: Showing Source of Livelihood and Income

Source of Livelihood Income	Frequency	%
Fishing/Sale of fish	1	3.3
Subsistence Farming- crop production	20	66.7
Casual Labor	6	20.0
Small Business	3	10.0
Total	30	100.0

Source: Author Primary Data CNA (2013).

FGD groups added that crop production and sales of crop products (such as cassava tubers as shown in figure 2 below) and crafts traditionally supported their livelihoods, in addition to rearing of small ruminants for meeting social obligations. However since they returned from IDP camp they production reduced due to challenges of limited access to agricultural inputs plus other recovery challenges. The village also lack nearby market to sell crop products and crafts (see sample figure 2 causal labour in quarry works, brick-making are low paying and scarce. Lack of business acumens hinder saving the little they obtain, high cost of living hinder fulfilment of fees, medical care, transport and transportation, agricultural tools, food. One of the KII respondent indicated that all people in the village were vulnerable in the recovery period especially in inaccessibility to most social services such as education facilities, safe drinking water, health facility, government programs and

other extension services. Most organizations also operate around the sub-county headquarters nearer to services due to geographical location of the Pageya 'B' village.



Cassava Tubers Uprooted For Sale

An Elderly Woman Sells Pots as Alternative Source of Livelihood

Figure 2: Samples of Sources of Livelihoods

Source: Author (2013)

1.4.2.5 Means of implementing livelihood activities

Since the main source of livelihood was found to be subsistence farming, the researcher endeavoured to investigate on means of implementation of the sources of livelihood activities. The interviewed respondents indicated that most used means of implementing their livelihood activities was use hand hoes with 76.7 %, followed by use of ox-plough 10 %, use of fishing rods and selling in small kiosks scored 6.7 % each respectively as shown in the table 5 below. This finding also meant that of majority of the respondents rely on use of traditional hand hoes which indicates availability of improved facilities especially in subsistence farming which is widely practiced in Pageya 'B' village.

Table 5: Means of Implementing Livelihood Activity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid use ox plough	3	9.7	10.0	10.0
use fishing rods	2	6.5	6.7	16.7
use hand hoes	23	74.2	76.7	93.3
sell in small kiosks	2	6.5	6.7	100.0
Total	30	96.8	100.0	

Source: Author. Primary Data CNA (2013)

1.4.3 Participatory Identification of Factors /Problem affecting Rebuilding of Livelihoods in Pageya ‘B’ Village Awach Sub County Gulu District

Of the people interviewed, low crop production was ranked as a number one problem affecting rebuilding of livelihoods with 40%, followed by limited access to agricultural inputs (lack of hoes) with 26.7%, lack of government support with 6.7%, lack of market 13.3%, no primary and secondary school and three point two was not ranked as showed in table 6 below

Table 6: Factors Affecting Rebuilding Of Livelihoods

Factors	Frequency	%
low production	12	40.0
limited access to agricultural inputs	8	26.7
lack of market	4	13.3
no primary and secondary school	1	3.3
lack of government support	5	16.7
Total	30	100.0

Source: Primary Data CNA (2013)

After identifying the factors affecting rebuilding livelihood the researcher engaged 77 participants of Pageya 'B' village, Awach Sub-county, Gulu District in a PRA to rank the problems that if not reduced would expose the people of Pageya B village into hinder rebuilding livelihoods. Using small mangos that had dropped littering the compound, the researcher encouraged participants to collect and keep them in a safe place.

Problems	Scores (Young mangos which had dropped due to wind)	Scores	Ranking
Low crop production	0 0	24	1
Limited access to farming tools	0 0	18	2
Lack of income	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	14	3
Lack of business skills	0 0 0 0 0 0 0 0 0 0 0 0	10	4
Lack of IGA	0 0 0 0 0 0 0	06	5
Inadequate seed availability	0 0 0	03	6
No access to market	0 0	02	7
Bad weather		00	8

The aim of using the mangoes was to ensure the PRA process used familiar and friendly materials to both illiterate and literate, reducing and also keeping the hygiene of the environment. Participates were very excited of the approach as they all participated actively without fear of education, political, social status among themes selves and it was

fun. Table 7 above show the different affecting rebuilding of their livelihoods of the people of Pageya B village; Findings of the pair-wise ranking indicated that low crop production was the number one problem with (24 scores), followed by limited access to agricultural inputs (18 scores), lack of income (14 scores), lack of knowledge in business skills and management (06 scores), inadequate seed availability (03 scores, no access to market (02) and bad weather (0 score).

1.4.4 Causes of the Problems/Factors Affecting Rebuilding of Livelihoods in Pageya B Village Awach Sub county Gulu District

Further assessment on causes of the problems affecting rebuilding of livelihood in Pageya B Village indicated that limited access to agricultural inputs was the main cause to the problems with 6%, followed by limited acreages cultivated with 13.3% which was also the same with lack of income with 13.3%, while environmental degradation and lack of government support had 6.7% respectively, as shown in the table 7 below.

Additionally, unreliable rainfall, lack of business skills, and high level of vulnerability among all the people of the village were added as causes to the problem of low crop production. Further findings in FGD revealed that despite the available road that runs through the village, transport is scarce making transportation difficult and expensive therefore business people who wish to operate in the village could not afford the expenses thus the problem of limited access as the root cause to their main source of livelihood crop production. These factors especially according to the respondents sounded simple input to obtain unfortunately; to them they were overwhelmed with household problems thus required urgent redress as it would also encourage limited participation in crop production among men and youths. These tendencies were already being experienced as most youths especially male had become idle and alcoholic.

Table 8: Cause of the Factors Affecting Rebuilding the Livelihoods

Factors	Frequency	%
Environmental degradation	2	6.7
Lack of alternative source of income	4	13.3
Limited acreage cultivated	4	13.3
Limited access to agricultural inputs	1	60.0
Lack of government support	8	6.7
Total	2	100.0
	0	

Source: Author Primary Data CNA (2013).

1.4.4.1 Problem Tree Analysis

This exercise was to determine root cause and main effects of low crop production in rebuilding livelihood in Pageya ‘B’ village Awach sub county Gulu district, as shown in the figure 3 below. Choice of conducting a problem tree analysis was to ensure the root causes and effects of the problem of low crop production and its effects on the process of rebuilding livelihoods in Pageya B village and sort sustainable suitable possible solutions to avoid exposure to vulnerability level in the recover period.

The findings from the problem tree analysis indicated that the main root cause to the main problem affecting rebuilding livelihood was the limited access to agricultural input and this was ranked as the immediate problem that needed urgent action to improve on crop production. The reduction of the impact of limited access to agricultural input was key to thus, rebuilding livelihood of the people of Pageya ‘B’ village, Awach Sub-county, Gulu District. Participants in the exercise were excited in seeing their views laid down in the list root causes to the problems affect the recovery situation in their village.

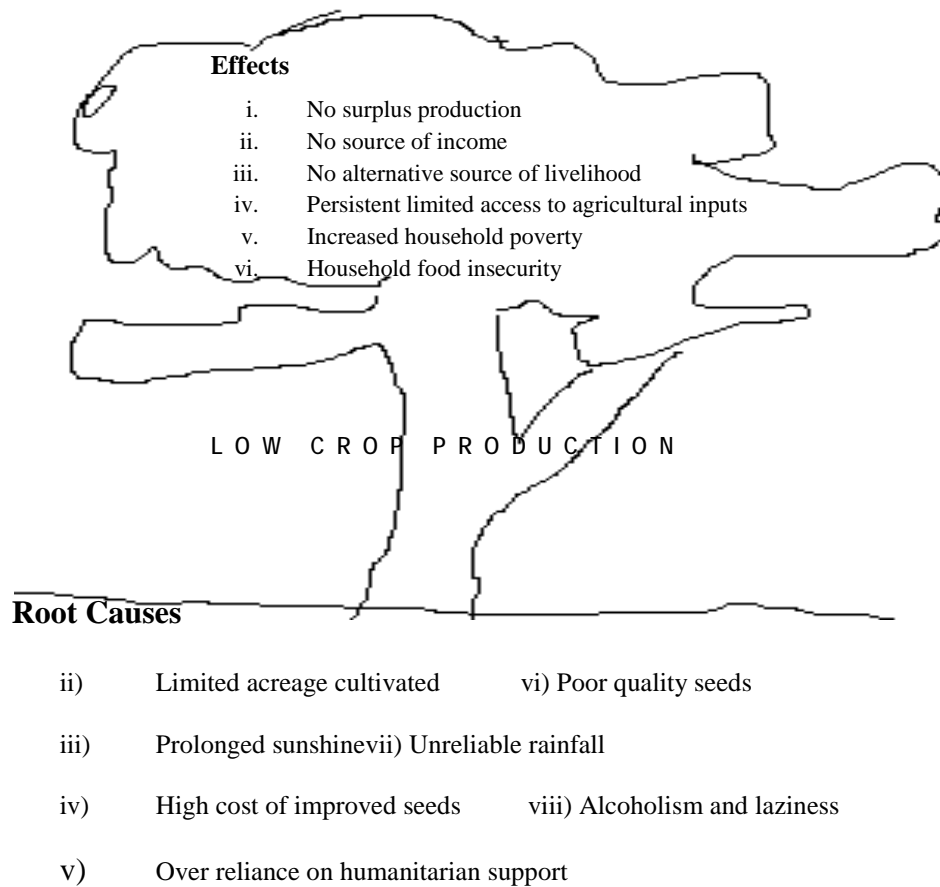


Figure 3: Problem Tree Analysis

Source: Author CNA (2013)

1.4.5 Effects of the Problems/Factors affecting Rebuilding the Livelihoods in Pageya B village

Findings on effects of problem of low crop production in Pageya ‘B’ Village, Awach Sub-county -Gulu District, indicated that; recurring inaccessibility to agricultural inputs with 50%, no alternative source of livelihood with 6.7%, lack of income with 10%, limited access to household assets, limited acreage cultivated, low community participation in government program all scored 6.7% respectively followed by low interest and trust on government program with 3.3% as shown in the table 9 below; Furthermore, the FGD group elaborated that in addition to the above effects, they also experience increased household poverty, household food insecurity, and lack of surplus production for sale, no alternative source of livelihood

Table 9 Effects of the Problem/Factors Affecting Rebuilding the Livelihoods

Factors	Frequency	%
No alternative source of livelihoods	5	16.7
Lack of income	3	10.0
Limited access to household assets	2	6.7
Recurring in accessibility to agricultural inputs	15	50.0
Limited acreage cultivated	2	6.7
Loss of interest and trust on government programs	1	3.3
Low community participation in government programs	2	6.7
Total	30	100.0

Source: CNA (2013)

Furthermore, poor saving whereby respondents are not in position to acquire loans, they live in a vicious circle of poverty, they are not able to pay fees, children dropout of school due to long distances and because of this, young children in lower classes resent going to school, lack of social services, loss of interest by community in government programmes, lack of trust on government and low community participation in government programmes. In addition to many other factors affecting rebuilding livelihood of the community in Pageya 'B' village is recurring inaccessibility to agricultural inputs ranked highest followed by no alternative source of livelihoods and lack of income.

Other respondents especially women said that due to limited access to hand hoes they were unable to produce enough to sustain their livelihoods where even young girls were not supported especially through education thus are forced for early marriage as parents would not afford to retain and sustain their needs.

1.4.6 Possible Solutions to the Problems/Factors affecting Rebuilding the Livelihoods

Responses on the possible solutions to the problems affecting rebuilding livelihoods respondents preferred provision of agricultural inputs (hand hoes) 50% score, followed by initiating income generating activities-IGA with 20%, building capacity in business skills and management with 6.7%,advocating for equitable government distribution of resources with 10% and availing loans 3.3% respectively as shown in table 10 below

Therefore, based on the findings above, despite the various possible solutions to the effects of factors affecting rebuilding livelihood in village, respondent's ranked provision of agricultural inputs to be their priority solutions followed by initiation of income generating activities and building their capacities in business skills and management as main areas of capacity improvement required.

Table 10: Possible Solutions to the Factors Affecting Rebuilding the Livelihoods

Possible Solutions	Frequency	%
Initiate IGAs	6	20.0
Provide agricultural inputs	15	50.0
Build capacity in business skills and management	5	16.7
Avail loans	1	3.3
Advocate for equitable government resource distribution	3	10.0
Total	30	100.0

Source: Primary Data CNA (2013)

The above findings revealed that, the problem of low crop production was found to have its root cause in limited access to agricultural inputs while the recommended solutions was provision of agricultural input, followed by initiating income generating activities (IGA). In addition to the above data, FGD groups came up with more data on possible solutions which included; build their capacity on improved crop production, form groups, build schools within reach of the village ensure equitable resources distribution, proper sensitisation on government programmes, increase government capacity to implement government programmes, and reduce on government bureaucratic procedures in facilitating government programmes.

1.5 Community Needs Prioritization

Community needs prioritization was conducted using PRA approaches of pair-wise ranking to determine the most pressing needs that require redress to enhance rebuilding of livelihood as the desired situation which was demonstrated in an objective tree analysis conducted by the affected people of Pageya B village Awach sub county Gulu district. Based on the above ranking of the community needs after a thorough investigation on the factors affecting rebuilding livelihood in Pageya 'B' village, the community the community came with the root causes, effects and possible solutions in addressing the problem of low crop production.

They identified needs that required immediate action in order to reduce the effects of low crop production especially opportunities accessibility to agricultural inputs with 30 scores initiation of alternative source of income with 20 scores, availing of income with 10 score points, availing assistance with six points and availing household assets with 05 points. Respondents explained that they chose opportunities for accessing hoes because its more sustainable as they would continue with implementations of the opportunities after 2013.

The researcher engaged the participants further in a PRA exercise to develop an objective tree analysis as to envision what their situation would if limited access to agricultural inputs was addressed and the problem of low crop production was reduced as shown below in figure 4 below. The PRA exercise according to the respondents was fun and enlightening as they felt involved and their views and opinions were included in the process, especially the illiterate, and old. Youths said it is their first time to be involved in developing projects in their village.

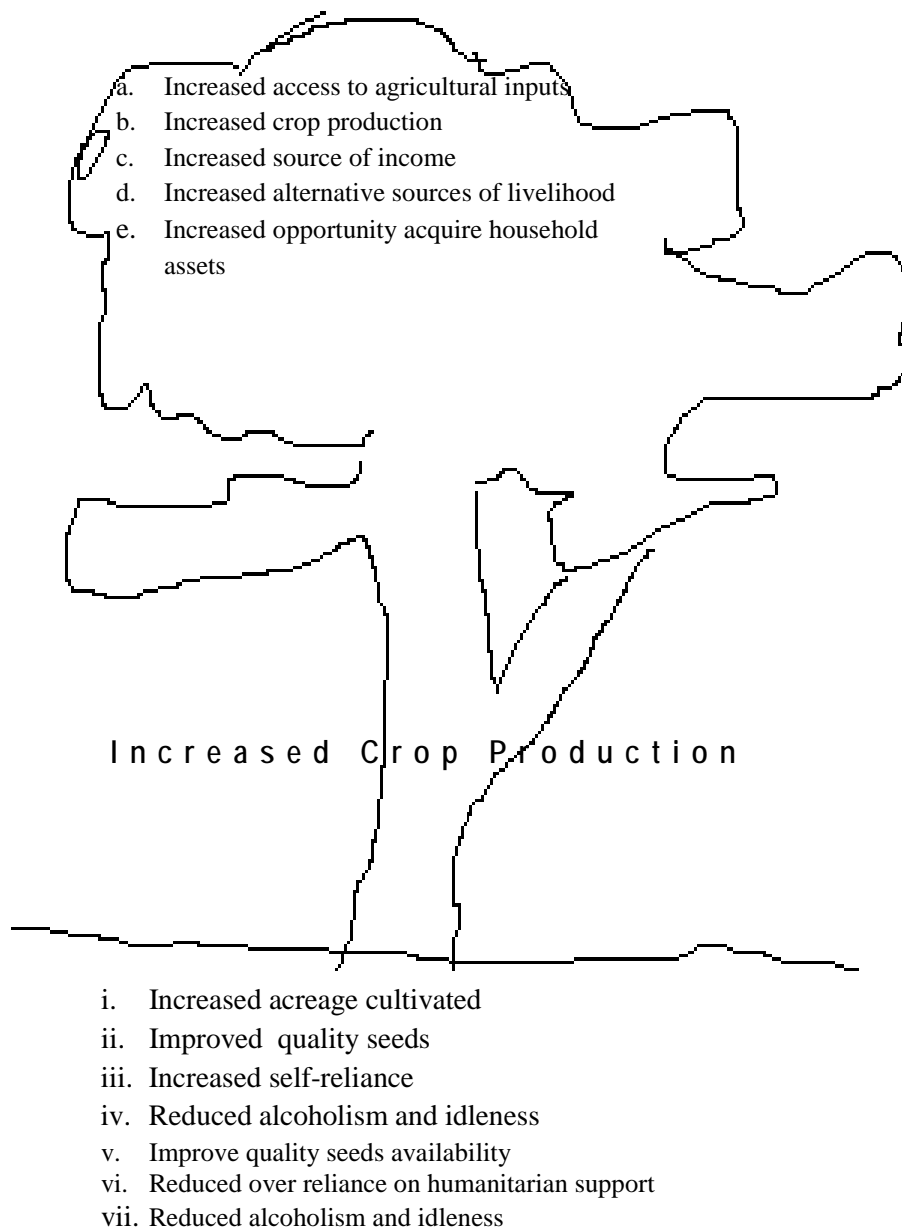


Figure 4: Objective Tree Analysis

Source: Primary Data, CNA (2013)

1.6 Conclusion

Conclusively, female participation in the CNA was higher than their male counterparts and crop production was the sources of livelihood but hindered by limited access to agricultural inputs thus hindering rebuilding the livelihoods in the recovery period which many unresolved problem was carried forward from the IDP camps. Therefore the people of Pageya B village Awach sub county Gulu district called for external support to resettle.

CHAPTER TWO

2.0 PROBLEM IDENTIFICATION

2.1 Background to Research Problem

This section provided details about the problem statement, project description, target community and the stakeholders to be involved in the project, project goal, and objectives. The section also provides information on the host organisation detailing their assessment in table from using SWOT analysis method. Details of the sub sections are as follows;

2.2 Problem Statement

Gulu District faces a host of development challenges in livelihoods and development pathways as it strives to recover from decades of prolonged conflict and reliance on external assistance, Lindsey J., (2011). The people of Pageya B village struggling to rebuild their livelihoods in the recovery period in the CNA exercise said that limited access to agricultural input which scored 60% was the setback on their livelihood pathway. Agricultural sector which according to Gulu District (2005 pp 3) and FAO *et al* (2009) employ up to 82% of the population was most affected. Gulu District is blessed with to fertile and arable land that covers 87.4% of the total land area for crop production and employs 95% of the population, unfortunately less than 15% of land was utilized yearly due to the effects of the insurgency and reduced production for about 80% families.⁷ Therefore, provision of opportunities to access agricultural input – hoes especially was most appropriate action prioritized to address the problem of low crop production in the post conflict situation as was also recommended by Regina B *et al* (2011).

⁷ Gulu district, <http://www.Gulu.go.ug>

2.3 Project Description

The project titled “rebuilding livelihood: an assessment on the impact of limited access to agricultural inputs in Pageya ‘B’ village, Awach sub-county, Gulu district was implemented among 1021 people who were undergoing recovery after over two decades of war that caused displacement and disruption of livelihoods. It was implemented under host of Sports Outreach Ministry a faith based NGO. The project was implemented in a participatory manner throughout the project phase to ensure all the beneficiaries and other stakeholders take part in ensuring the project succeeded.

The project goal to’ enhance durable livelihood solutions for increased crop production through access to agricultural inputs was achieved through two objectives;1)increase opportunities for accessing Agricultural inputs for increased crop production for rebuilding livelihoods among 50 vulnerable household members in Pageya ‘B’ Village by the end of project in December, (2013) and 2) strengthen the capacity of 50 beneficiaries in basic business skills and sustainable management of livelihood initiatives in Pageya ‘B’ village for sustainability by December (2013) .The estimated budget was USD \$61,252 (UGX 138,920,000 at exchange rate of UGX 2268 per USD) to cover 12 months from January to December (2013) .

The project strategies included; group work with benefits obtained per individual, participatory project cycle management, direct provision of agricultural inputs (hand hoes), and capacity strengthening for sustainability. Key activities included strong community mobilization, conducting CNA, facilitation of participatory project design, formation and establishment of groups, regular follow up and mentorship, reviews, distribution of hand hoes, training beneficiaries in basic business and group management skill and PM&E.

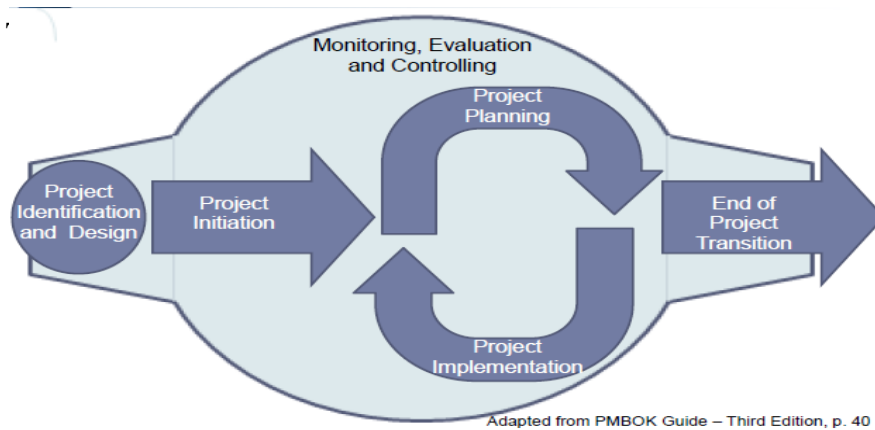


Figure 5: Project Cycle

Source: PMD Pro1- Uganda - Sept. 2011

This project was also chosen based on the prioritized problem and needs from the CNA as well as reference from other researches such as Kennedy O. (2012) in a course assignment paper on Agriculture who emphasized that, in a post-conflict situation, agricultural livelihood restoration was most important strategy for the reconstruction of the communities to allow reintegration of demobilized combatants and the affected community since they experienced limited capacity to resume their sustainable pre-conflict agricultural livelihoods.. Based on the above background, the project suited needs of the target population.

2.3.1 Target Community

The project was implemented in Pageya 'B' Village, Gwengdiya Parish, Awach Sub County- Gulu District and targeted 1,021 people (50 direct beneficiaries and 971 indirect beneficiaries)ⁱ identified by the community themselves as representatives of the whole community based on set criterion agreed. Special emphasis was to ensure widows/widowers, child headed households, elderly people, youth, and people with disability were included.

2.3.2 Stakeholders

As Jennifer Rietbergen (1998 pp 4) put it, stakeholders are people groups, or institutions who are likely to be affected by the proposed intervention (either negatively or positively), they can determine the direction of an intervention for instance in this study they were village members of Pageya 'B' village), staff of SOM, the researcher, government staff and local leaders. They identified through a project planning meeting based on their level involvement, interest and influence and the consequences that would arise if they were left out or involved in a stakeholder analysis process with details below.

2.3.2.1 Stakeholders Analysis

This process according to Jennifer R. *et al* (1998), is one of the initial activities of participatory attempt that deal with the essential questions of: stakeholders in the project, their interests, how the project affect them, the influence and importance in the success of the project. This study used a matrix developed together with the beneficiaries based on some of Jennifer R. *et al* (ibid), elaborations above as shown in append IX.

2.3.3 Project Goal

To enhance durable livelihood solutions for increased crop production through access to agricultural inputs for rebuilding livelihoods of the people in Pageya **B'** Village, Awach Sub County, Gulu District. This goal was generated together with the beneficiaries who emphasized that the achievements of the goal would enhance rebuilding livelihood in their village. The project goal emphasized the need for sustainability which was worthy for the people recovering from the effects of prolong war that disrupted their normal livelihoods. Therefore the successful achievements of the goal enhanced evidenced in the assessment in the midterm evaluation which found out that rebuilding of livelihoods of 1020 people of Pageya B village in especially children, women, youth and the elderly people was progressively being enhanced based on the project outcomes.

2.3.4 Project Objectives

2.3.4.1 To increase opportunities for accessing Agricultural inputs for increased crop production for rebuilding livelihoods among 50 vulnerable household members in Pageya ‘B’ Village by the end of project in December (2013)

2.3.4.2 To strengthen the capacity of 50 beneficiaries in basic business skills and sustainable management of livelihood initiatives in Pageya ‘B’ village for sustainability by December (2013)

2.4 Host Organization

Sports Outreach Ministry (SOM) is a Faith Based Organization registered under the registrar of Companies as a Private Limited Company by guarantee with registration number 45833. The ministry began its operations by 1998 in Gulu Municipality and Awach Sub-Counties providing trauma counselling, agribusiness, psychosocial support, public health, education support, sports ministry and skills training. Gulu Office is situated on Kampala road at Koro Abili, Koro Sub County in Omoro County, Gulu District. The organs of SOM include; General Assembly, Board of Directors and management staff. The existence of SOM is based on the following elements as shown below;

2.4.1 Vision

The strategic direction of an organisation is encapsulated in its vision statement; and it serves as the primary driver of the organisational strategy and focus. SOM’s vision is to “achieved ultimately through developing transformed men and women of strong, mature Christian character. ‘The core rationale of our existence is contained in our mission statement. It gives an outsider a clue on what the products/services being offered and who customers/clients of the organization.

2.4.2 Mission

SOM Mission is, to network, promote and improve well-being of communities; through spread of gospel, counselling, training, agribusiness, healthcare, education, savings and credits for sustainable socio-economic development. The core rationale of our existence is contained in our mission statement.

2.4.3 Core Values

These values relate to how SOM deals with their beliefs about people and work and define non-negotiable behaviours within SOM. The following were agreed upon as core values.

2.4.3.1 Christianity

We work towards spreading the gospel and good news among the communities to strengthen the Christianity.

2.5.3.1 Transparency

We remain transparent in all dealings of the organisation and accountable to our members and stakeholders

2.5.3.2 Networking

We liaise with key private and public sectors within our reach to share experiences, coordinate, access technical and financial supports.

2.5.3.3 Concern for the traumatised persons

To work with the church members and entire community to uplift the standard of living of these persons

2.5.3.4 Spiritual Reconciliation

We are committed to serve as vessels of spiritual reconciliation in building God's kingdom Mt 28:19-20'.

2.4.4 Overall Goal

The overall goal of Sports Outreach Ministry Uganda is to identify, teach and train committed Christian leadership and communities in the effective use and understanding of sports Ministry as a means of alleviating human suffering and spreading the gospel message.

2.4.5 SOM Organizational Structure

This organization operates through office and field based staff that are charged with management and implementation of day-to-day activities and send their reports to the Board of Directors through the Director. The Secretariat or management staff is headed by Director and supervised by the Operations Manager with support of the Administrator.

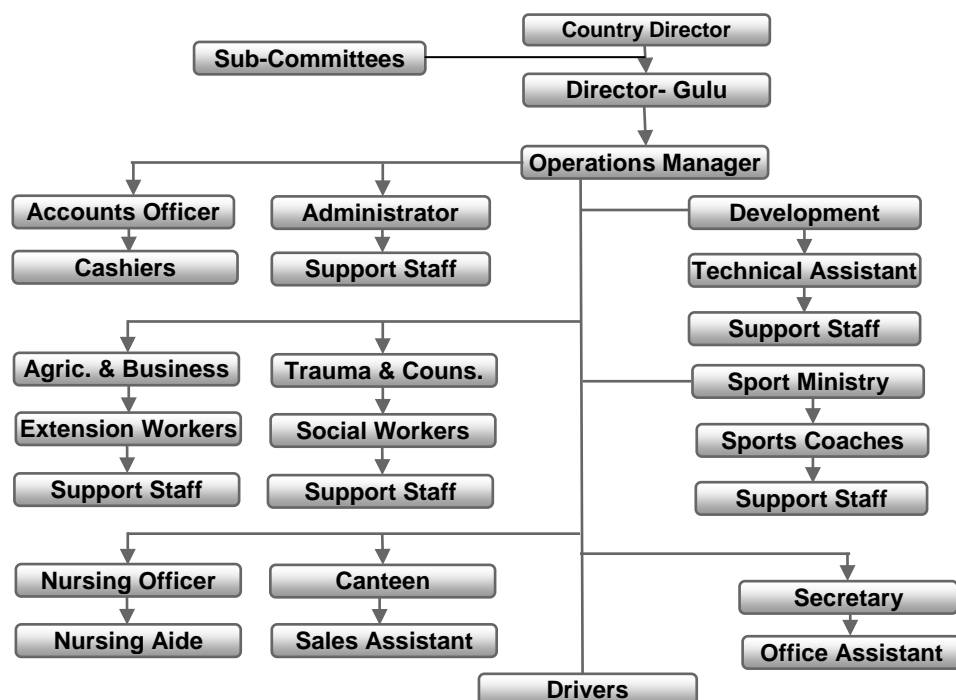


Figure 6: SOM Organizational Structure

Source: SOM (2013)

2.4.6 SWOT Analysis of SOM

SWOT analysis according to investopedia web definition is, a tool that identifies the strengths, weaknesses, opportunities and threats of an organization.⁸ Through this study, SOM was assessed through meetings with staff and management and study of official documentaries, reports, brochures to understand their purpose for existence and performance. The SWOT analysis information in the below appendix VII was generated to assess the organisation legal status capacity socioeconomic and development programs in the community.

Looking at the SWOT analysis of SOM above, the organisation had potential to contribute to rebuilding livelihood in Pageya 'B' village due to assets base, long term experience in agricultural services and community development process, networking and the holistic ministry model. However, low staff capacity in human resource management, inadequate capacity in program development, resource acquisition, and vacant positions needed filling.

2.4.6.1 Roles and Responsibilities in the Project

i Roles of the SOM in the project

In this project SOM's roles included; staff recruitment and management, resource acquisitions, monitoring, implementation, follow up, legal assurance, coordination and networking with stakeholders and financial management. Other responsibilities was resource allocation, reporting, control and communications with the stakeholders, planning external meetings for visits to the project and ensured findings from the project and feedback was relayed back to the beneficiaries and issues recommended was implemented by the beneficiaries and the respective stakeholders..

⁸<http://www.investopedia.com/terms/s/swot.asp>

ii Role of the Researcher

During this study, the researcher was charged with the following roles; capacity building, technical support, facilitating key project activities which included; needs assessment, evaluation, review meetings, reporting, monitoring, project development and design.

2.5 Conclusion

The project implemented to address the problem and the organization internal and external environment showed opportunity to enhance rebuilding of livelihood there are indications that SOM was in the position to manage the livelihood rebuilding facing the people of Pageya B village.

CHAPTER THREE

3.0. LITERATURE REVIEW

3.1 Introduction

This chapter included definitions of key words in the study, theoretical literature; the conceptual framework of the study, causes of limited access to Agricultural inputs, the impact and possible solutions. While empirical literatures included summary of literatures in various researches conducted on a similar study, internationally, regionally and nationally in the area of the study. The literature review was arranged in accordance with the study objectives for easy flow

3.2 Theoretical Literature

3.2.1 Theoretical Framework:

In this study the context of livelihood was seen to be increased crop production which was the basis of livelihood for people of Pageya 'B' village where food, shelter, medical care, education and other social obligations like funeral rites, gift and marriage.

3.2.1.1 Definition of Key Words

i. Participation and Community Participation:

Participation according to Jennifer Rietbergen *et al* (1998) and Anantha K *et al* (2005) to influence and share control over development initiatives. Community participation on other hand is involvement of people- (beneficiaries) in processes of development as stated by Ger Roebeling *et al* (2011) and Samuel P (1987), World Bank Discussion Papers- DCP. The Samuel Paul (*ibid*), United Nations (1981) and Susan B. Rifkin (1990) believed it serve the objectives of empowerment, increasing project effectiveness and efficiency. Community participation was used in a development context in a project scenario whereby opportunities were created to enable all members of the community to actively

contribute and influence the development process and equitably share the fruits of the development in Pageya B village

ii. Participatory Approaches:

The Community Tool Box (2013) argued that it is listening to one's opinion and, freedom to challenge others' opinions. Examples of this are Participatory Learning Action –PLA, Kumar, S (2002) and Amitava M (ibid pp 89) and PRA where outsiders are learners and uses local graphic representations created by the community intellectual International Institute of Sustainable Development -iisd, (2013) .

iii. Agricultural Inputs:

Agricultural input is commonly used to refer to varieties of equipment used in agricultural production. A web definition indicated that it includes; direct inputs inform water, fertilizers, and pesticides, and indirect inputs include equipment and fuel.⁹ In the case of this project, inputs was agreed upon by the beneficiaries of Pageya ‘B’ Village, Awach County, Gulu District were hand hoes.

iv. Livelihoods:

The Wikipedia in quoting the Oxford dictionary 2010 defined livelihood as a set of activities, involving securing; water, food, fodder, medicine, shelter, clothing and capacity to acquire basic necessities as an individual or group¹⁰. While to Frank Ellis et al, (2004), any initiative on livelihood should be people-centred, holistic and integrate people’s view on social, institutional, political, economic and environmental as it that cover connection between causes, effects and cumulative processes as Frank E. et al, (ibid).

⁹<http://www.google.com/#output=search&scient=psyab&q=what+is+Agricultural+input%3F&oq=what+is+Agricultural+input>

¹⁰<http://en.wikipedia.org/wiki/Livelihood>

3.2.2 The Concept of Limited Access to Agricultural Inputs

Limited access to agricultural inputs in Gulu District particularly is rooted in a multitude of development challenges that the district faces in its recovery from decades of the prolong war and reliance on external assistance with implications for livelihoods and development pathway as indicated by Lindsey J. (2011 pp22). For the people in Pageya 'B' village, limited access to agricultural input and its impact spin around three main elements; the factors contributing to limited access, the recipients characteristics and challenges associated with provision of limited access to agricultural inputs itself. This is what forms the conceptual framework as discussed in figure 7 below. The conceptual framework emphasised the linkages and interconnectedness in the three sections and how they reinforce the existence of limited access to agricultural inputs towards low crop production.

3.2.2.1 First Circle; Factors Contributing to Limited Access

Factors contributing to limited access are reinforced by lack of money/low income thus low purchasing power, lack of availability in nearby market, high of inputs thus not affordable, loss of valuables to the war and life in IDP/thus high list to reacquire and prioritization on basic needs, limited support from government and development agencies meaning self-dependency which are usually lacking in a crisis or recovery period.

3.2.2.2 Second Circle: Recipients' Characteristics

Recipients' characteristics determine is attributed to limited access to agricultural where lack planning and business acumens exists there would be limited access to income, alternative source of income, livelihood and misuse of little available livelihood products and inability to plan timely lack of capacity to manage income. Planning levels therefore need strengthening to enhance management of resources and income, and reduce dependency on external assistance for self-sufficiency. Additionally, breakdown in social

and family ties weakens social cohesion of sharing and supporting kin-mates through ('caka' in Luo). Cultural barriers usually hinder women, girl child, widows/widowers and marginalized from access to inputs thus need to be reduced. While, lack of technical expertise by recipients in judgement of quality, quantity, specifications, and access to market information gives room to fraudulent individuals to misuse input supplies need checking.

3.2.2.3 Third Circle: Challenges Associated with Provision of Agricultural Inputs

Provision mechanisms sometimes mislead distribution of agricultural inputs to wrong beneficiaries if community members and potential beneficiaries are not involved. For instance "*Work for Asset*," a mechanism of provision of inputs where people work for assets, sometimes end with rich and able persons excluding vulnerable or or poor people exchange inputs for cash or household valuables thus follow up need be strong especially between access and utilisation through peer support at community level.

Inappropriateness of inputs due to wrong specifications/poor quality, inadequate quantity and non-durability (breakages or damages) lead to rejection furthering limited access inputs or usage to fulfil desired period for replacement. Sizes and type of agricultural inputs visa vie ages between 12-18 and elderly people further limited access. In the sense that these age group require lighter hoes. While types and shapes of hand hoes which are not universal affect and contribute to limited access, for instance the type Acholi use is different that of immediate neighbour Langi tribes as shown in Figure 8 below, thus assessment of appropriateness is important. The different types of hoes also determine acreage cultivated to users respectively. Use of overused hoes reduce tilt coverage so such hoes were given children to start practicing digging and elderly people as it would be lighter and easier to carry.

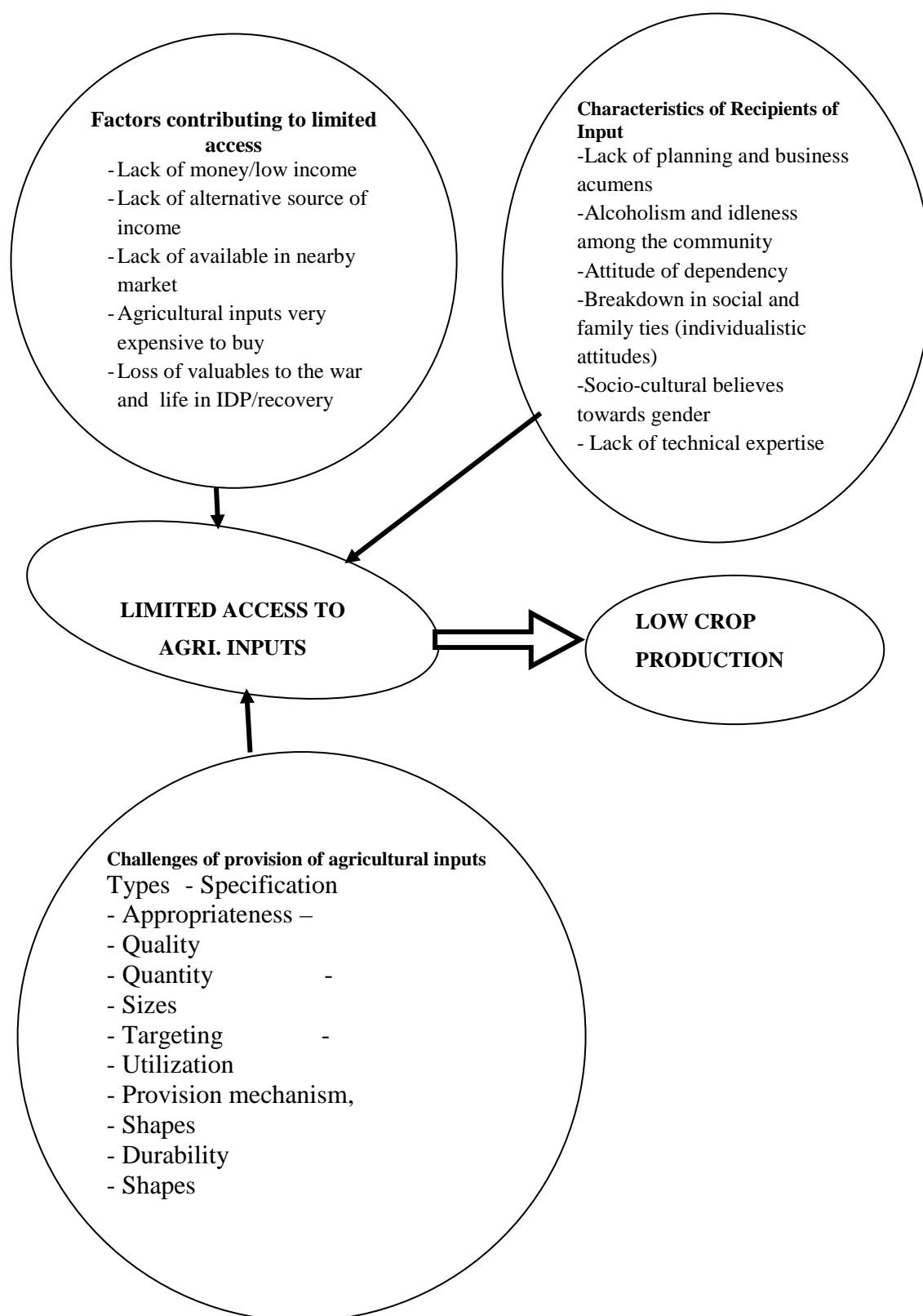


FIGURE 7: Conceptual Framework of Limited Access to Agricultural Input In Relation to Low Crop Production

Source: Author (2013)



Figure 8: Different Types of Hand Hoes: Left Hoe Used by the Langi People, Right Acholi People

Source: Author (2013).

In conclusion, the conceptual framework showed linkages between factors contributing to limited access, recipients' characteristics and challenges associated with provision of agricultural inputs and its contribution to limited access to agricultural input- hand hoes hence low crop production. Rebuilding livelihood through access to agricultural inputs therefore need to take the three factors into account for success. However other authors also reaffirmed some to the above factors for instance;

3.2.3 Factors Contributing to Limited Access to Agricultural Input

Factors contributing to limiting access to agricultural input according to Ministry of Agriculture, Animal Industry and Fisheries (2011) were categorised as inadequate knowledge and information on market size and requirements, poor transport infrastructure limiting movement to distribution points. While E.S. Nederlof et al, (2010 pp 11) and Beccio (2012) believed geographical location has role to play. For instance 87 per cent of Ugandans who live in the rural areas are poor and affected by geographical locality whereby lack of inputs according to Beccio (ibid). While Uganda National Household

Survey (1995-96) revealed that the average distance to a periodic consumer market for sale of produce in Uganda is 5 km.

Stakeholders' Capacity and Recipients Characteristics Regina B. et al (2011) and USAID (2009) revealed that post-conflict contribute to limited access to agricultural inputs. Regina B. et al there would be limited capacity of both government and community-based institutions to implement provision of agricultural inputs risking fraudulent actions. The community also due to the effects of conflict that disrupted their normal trend of livelihoods and capacity to judge in provision mechanisms and hold government and development agencies accountable for shortfalls.

While USAID (ibid) report noted that, poor quality inputs, non-existent of dealer infrastructure, and lack of information to farmers especially in the recovery and reconstruction in Northern Uganda affects access to agricultural input Hand Hoes (DFID (August 2002) report noted that poor people have limited assets, human, social, physical, financial and natural and any economic growth revolves around the returns from the few assets while Ronald N (2011) in a policy research document attributed limited access to inputs to poverty associated with high cost of inputs in the market. FAO (2012), inputs prices almost doubled in the financial year of 2011/2012 in Acholi sub-region than previous years.

Regina B. *et al* (2011) in a study also indicated gap in provision of inputs especially characteristics of the inputs to be provided, capacity of the organization and community characteristics, quality and substandard and proliferation in the market. Ian George (2006 pp 13) in a study on inputs in Nigeria added that input use was also hindered by the problems of spare parts, repair facilities, capital, skilled manpower and incompatibility with farmers' cropping techniques.

Gender was also found by Ian G. (2006 pp 8) and Sara K (2012) to contribute to limited access to agricultural input. Women were found to who lack cash income needed to purchase agricultural inputs even when subsidy system existed, they were not reached by extension service, lack education and training opportunities due to cultural/religious beliefs. They usually don't access technical advice, improved technologies, own land and make decision-making due to social and cultural discrimination, and unable to acquire credit.¹¹

Ephraim W. C. *et al* (2011) also argued that targeting contributed to limited access while Regina B. *et al* (2011 pp 10) blamed provision mechanism. Unintended households such as elites maybe targeted due to lack of information due to high costs of acquiring information, and social stigma unless. Therefore individual/household assessments based on socio-economic data would be important to ensue categorical targeting, however self-selection and community-based targeting was found useful.

Provision mechanism such as by various agencies; Government agencies or NGO implementing agencies through public procurement of inputs either or procurement of inputs by community group using , input voucher programs and cash-for-work programs with incentives for investment in agriculture had their shortfalls contributing to limited access thus care need be taken. Sometimes there would be deviation through exchange of inputs for cash or material items to meet other household needs. Such practices were highlighted by the respondents as common among men and youths in exchange of alcohol or cash for buying it thus hindering access opportunities. Therefore there should be follow-up by community structure or initiation of alternative source of income.

¹¹ Modernizing Small Holder Agriculture to Ensure Food Security and Gender Empowerment: Issues and Policy Emmanuel Ukeje, <http://www.g24.org/Workshops/ukeje.pdf>

3.2.4 Effects of Limited Access to Agricultural Inputs

Decline in agricultural growth access was attributed to very low use of agricultural input in Uganda; for instance Ronald Naluwairo (2011 ACODE) there was decline from over 7.9 % in 2000/2001 to 2.6 % in 2008/2009. While Menyha E. (September 2010) indicated that agricultural livelihoods depended on the interaction between access to productive inputs, high-value crops, and output markets and linked low productivity. Gerald Shively *et al* (August 2012) argued here that women were more affected than men as they trapped in a cycle of low agricultural productivity and chronic poverty.

3.2.5 Possible Solutions to Limited Access to Agricultural Inputs

DFID *et al*, (8th - 10th Sept. 2008) in a compendium presentation paper revealed that access to agricultural inputs was a social protection instrument to vulnerable groups especially in high poverty situation. While E.S. Nederlof *et al* (2008) believed input access to pro poor build up agricultural assets technologies, market information, skills and organizational capacities, empowerment, and insurance for mitigating risks. FAO *et al* (February, 2009) also asserted for households to maximize land, increase outputs and diversify production, they need increased support in the production cycle and promotion of the use of better agricultural inputs like seeds, and use of ox ploughs. The affected people know what suitable solutions need undertaking but due to limited opportunity in programs on access to agricultural inputs the solutions sometimes are not worthy and doesn't not improve or increase access opportunity and might not be sustainable. Therefore programs targeting access to agricultural inputs of all types require participatory approach to solutions that are sustainable by the target population.

3.3 Empirical Literature

This section looked at the approaches used by related projects at international, national

and Northern Uganda; lessons learnt and explained how these approaches were incorporated to achieve the goals of the project study in addition to literature reviewed above.

3.3.1 Related Projects and Approaches used in Addressing Limited Access to Agricultural Inputs

The problem of limited access and its impact on low crop production was discussed at length in the previous chapter highlighting impacts/magnitude on agriculture and crop production, most affected target group, and possible solutions to mitigate the problems without providing specific examples of the projects, programs or approaches used as was discussed in this sub section.

3.3.1.1 International Projects/Programs

Methods for enhancing access to services was determined on the type of services provided, relevance of services, timeliness and outreach of services, quality of the relation or partnership and the efficiency of the services offered. For example;

- i In Malawi a project on factors influencing access to agricultural inputs coupon subsidy system to provide input (fertilizers), Ephraim W. C. *et al* (2011 pp 2-3) indicated that, poor and elderly-headed households were less likely to receive fertilizer coupons and received less of the subsidized fertilizers than commercialized farmer households. Poor housed holds tended to sell off inputs due to poor system link between access to coupons and quantity of fertilizers received. The recommendation of this project was that there should be diversification of source of livelihoods/income (cash for- work or public works), a group-based approach to targeting and assessment to scrutinize program implementing staff are essential.

Follow-up up of inputs after distribution among recipients through community structures such as project management committees and mentors would reduce such occurrence.

- ii Another project in Malawi which targeted food insecure rural households used “Starter Pack” and “Targeted Inputs” was found to have faced with poor targeting as noted by Ian G. (2006) therefore the researcher recommended that committee comprising of community members should use set criterion to avoid exclusion tendencies,.
- iii A Nigeria project used vouchers in return for public works which were deemed at dealers business for accessing inputs, beneficiaries preferred vouchers to cash as it was not prone to misappropriation. The voucher schemes was found to have improved access to inputs and linkages between farmers and input dealers, dealers’ business and technical skills, Ian G.(2006 pp 8).

Based on similar projects in at international level shown above this study case of this study, it did not use vouchers or coupon systems but direct material distribution of agricultural inputs (hand hoes), targeted proactive poor household members with involvement of community members and initiate diversification of sources of livelihoods in a participatory manner for sustainability.

3.3.1.2 National Programmes:

Ministry of Agriculture Animal Industry Fisheries (2011) indicated that the Government of Uganda through the National Development Plan in 2010, (April 2010) drive her livelihood improvement programs and plans targeting agriculture covering the fiscal period 2010/11 to 2014/15. There were also indications that agricultural sector was taking

lead in contributing to the national Gross Domestic Product (GDP), and employment and contributes to the growth of manufacturing and service industries. Unfortunately it faces key challenges such as peasantry production use of hand hoes, dominance of women in production and men in marketing, and subsistence production.

The above statement is linked to the study problem of limited access to agricultural inputs as a root cause low crop production in Pageya 'B' village, Awach Sub-county, Gulu District. However, hand hoes having been identified as the immediate needed input, the project is obliged to provide but would monitor the utilisation and management of the product and output for rebuilding livelihood of the people of Pageya 'B' village, Awach Sub-county, Gulu District. Recommendations from other researchers' projects would also be considered for instance;

i New Partnership for Africa's Development (NEPAD)

This was a program formed to enhance growth, eradication of poverty and hunger among African countries in developing through agricultural sector. The programme used farmer-owned institutions who mobilized other farmers deliver services to individual households or communities through inputs, technical advice, organizing farmers into production groups, marketing groups or savings and cooperative societies (SACCOs)ⁱⁱ to encourage farmers engage in large production, Ministry of Agriculture Animal Industry Fisheries Policy paper(2011).

ii The National Agricultural Advisory Service (NAADS)

A government program which started in 2001 under the PMA promulgated in the National Agricultural Advisory Services Act -2005, according to Menyha E. (2010) dissertation paper, aimed at increasing farmers' access to information and technology, decentralized

advisory services and increased private sector involvement for commercialization of agriculture.

iii The Plan for Modernization of Agriculture (PMA)

This was Government of Uganda's (GoU) holistic, strategic framework for eradicating poverty through multi-sectorial interventions to improve livelihoods, targeting modernization of agriculture productivity and creating on-farm and off-farm employment market for increased incomes, MAAIF Policy (2011). While in 2005, the Government formulated the Rural Development Strategy (RDS) to raise household incomes through input provision and formation of cooperative societies to support farmers at sub-county levels using the Sub-County Development Model. While Prosperity for All (PFA), also known as "Bonabagawale" was developed to transform the rural economy through boosting agricultural productivity, processing and marketing targeting small holder farmers and active rural poor.

iv Economic Recovery Programme (ERP)

In 1987, the Government initiated the Economic Recovery Program that undertook trade and structural reforms embracing liberalized systems for input and output markets, domestic and export produce marketing and processing, removal of restrictive tariff and non-tariff barriers on agricultural inputs, and abolition of taxes on agricultural exports, MAAIF Policy (2011).

v NAADS:

The National Agricultural Advisory Service (NAADS) which started in 2001 under the PMA promulgated in the National Agricultural Advisory Services Act -2005, according to Menyha E. (2010), aimed at increasing farmers' access to information and technology, decentralized advisory services and increased private sector involvement for

commercialization of agriculture through group formations and they identify the agricultural projects of choice.

vi Poverty Reduction Strategy Papers (PRSPs)

According to Ministry of Finance Planning and Economic Development (2013) was an International Poverty Reduction Strategy funded by World Bank and IMF support member countries. The Government of Uganda therefore in line with PRSP formulated Poverty Eradication Action Plan (PEAP) as the main feature of this strategy to transform her economy growth under the following conditions structural transformation, through modernisation of agriculture, development of industries to enhance demand and supply linkages in agriculture, and develop legal and financial sectors.

Ensure that poor people participate in this growth through access to employment in industry and services, the growth should be sustainable with high quality and broad based. It also to addressed non-material aspects of poverty such as insecurity, illness, isolation, and disempowerment which are as devastating to the poor as low incomes especially the rural poor who lack access to most social services .

vii Decentralization of economy

In 1992, the Government decided to devolve power to lower levels of government as a processes to support planning, identification of constrains on poverty through participatory processes, GoU (nd). This was to transfer political, financial and planning, responsibilities to local Governments - districts and sub-counties to deliver services. Decentralization has been very useful in bringing services nearer to the rural poor unfortunately the people of Pageya B village say they missed most of such opportunity which they blame on unequal distribution of services in addition to the effects of the war.

3.3.1.3 Projects/Programs in Northern Uganda Districts and Pageya B Village

After the 2006 attempted peace negotiation, people of Northern Uganda districts started moving back to their villages of origin supported by the Government of Uganda, Non-Governmental Organizations (NGOs), and international organizations supported the return. Programme such PRDP, ALREP, NAADS, NUSAF II were implemented.

i RALNUC- Northern Uganda

Rilla N. (2008), in an article in DFID, *et al* Compendium of Papers Presented during the International Conference on Social Protection indicated that the Restoration of Agricultural Livelihoods in Northern Uganda (RALNUC) was designed to restore basic infrastructure, empowerment of returnees to purchase agricultural inputs of their own choice, train returnees in good agricultural practices, re-establish private agro-input dealers all aimed at replacing years of dependence on hand-outs. The implementation mechanism required community to participate in public works, paid in vouchers redeemable for agricultural inputs at local agri-input dealers' shops and the stockiest are supported to restock the required agricultural inputs. However, it was found out that agricultural support programme is worthy to rebuild livelihoods of former IDPs.

ii Peace Recovery and Development Programme (PRDP)

PRDP launched in February 2010 according to the Office of the Prime Minister -OPM (© (2013) is a government framework for resettlement and reconstruction of Northern Uganda after nearly twenty years of conflict. It aimed at enabling the war affected population engage in productive and profitable agricultural, and agri-business activities as a means of resettlement, reconstruction and elimination of discrepancies in the development between Northern and Southern. However in Pageya B village the community argued that the programme was more known when they were still in the IDP camps.

iii Agricultural Livelihood Recovery Project for Northern Uganda (ALREP)

FAO implemented a project titled, 'Agricultural Livelihood Recovery Project for Northern Uganda (ALREP) in Anaka sub-county in Northern Uganda with the objective to increase agricultural productivity and increased share of market production for economically active low income small farmers to improve agricultural livelihoods (assets, capacities and activities) through providing non cash purchasing power for agricultural inputs. ALREP was implemented among community recovering from the effects of the war.

3.3.2 Lessons Learned from for the Literature Sources, and their Experiences

Based on the various literatures gathered and analysed and found valuable lessons learnt which were very essential in the study especially in line with limited access agricultural inputs and access. The lessons included the following,

- 3.3.2.1** Timeliness in provision of the inputs to meet time bond agricultural activities, is very crucial for increased crop production
- 3.3.2.2** Governance of agricultural input, especially inappropriate targeting (inputs slipping to the rich), inappropriate utilization and diversion of input and inadequate capacity of the implementing organisation to monitor the programs.
- 3.3.2.3** Use of participatory approaches in project targeting inputs, recognise insiders capacity, and the provision of agricultural inputs alone might not be enough in improving livelihoods of the poor other alternative opportunities need be included.
- 3.3.2.4** Coordination and networking with the various stakeholders including beneficiaries

3.3.3 Incorporation of Various Lessons Learnt, Good Practices and Management of Challenges Identified

This project incorporated the various lessons learnt, good practices and management of the challenge as follows; for instance challenges associated with governance in provision of agricultural inputs as identified by Regina B.*et al* in (2011) was managed through participatory approach in the project cycle, assessing capacity of SOM as implementing organization through a SWOT analysis process, building the capacity of beneficiaries to judge process of inputs provision and follow up and monitor utilization among peers and group members. Mentors supported group through encouragement of proper use of hoes. Provision of the hand hoes was conducted in March (2013) to ensure timeliness to meet time bound agricultural activities.

Proper governance of the supplies and fraudulent financial out flow was avoided through transparent procurement and checks on value for money by community, while inappropriate targeting (slipping to the rich) was also avoided through open discussion based on set criterion. While monitoring was made effective through participation where joint monitoring, evaluation, and follow up as undertaken. PRA was the main participatory approaches used to ensure participatory cycle and made beneficiaries became active implementers rather than just recipients. Last but not least diversification of livelihood sources was initiated to reduce shocks in case of shortfalls in one livelihood activity.

3.4 Policy Review

A policy is a set of ideas and proposals for action, which culminates in a government decision. Typically policy will become a rule or regulation, enforceable by law.¹² This covered international and national policies related to livelihoods targeting agricultural

¹²<http://www.ncvo-vol.org.uk>

especially crop production. The policies that were reviewed in the study were related to livelihood development and poverty reduction at international and national level to give a wider range of information.

3.4.1 International Policies

i. Millennium Development Goal (MDG)

The International Institute of Sustainable Development -iisd, (2013)) noted that, the Millennium Development Goals (MDGs) articulated in September 2000 at the United Nations Millennium Summit was a blueprint agreed globally for combating poverty, it is time bound, with measurable targets focusing on combating poverty, disease, hunger, illiteracy, environmental degradation and discrimination against women by 2015. For instance Goal 1: Eradicate extreme poverty and hunger, Goal 3: Promote gender equality and empower women, Goal 7: Ensure environmental sustainability and Goal 8: Develop a global partnership for development among others. It is further believed that MDGs has had a positive impact on the international development agenda such as enabling bilateral and multilateral actors in the international development community and move away from the narrow macro-economic stability focus by aid recipient governments though it is seen as not addressing today's' global issues such as conflict, climate change, human rights, inequality.

3.4.2 Policies in Uganda

3.4.2.1 Social Policy:

According to Henry Manyire *et al* (1998), Journal of the Social Development in Africa, the policy aimed at national and local decisions in response to human development; formal and informal. There has been changes in the policy implementation; at the time of independence in 1962, Uganda social policy was associated policy development and

implementation in the areas of 'health, income, maintenance/employment, housing and education but by 1970s a non-pragmatic approach was developed addressing socio-economic issues through key social policy players such as Government Ministries/Departments, local and international Non-Governmental Organisations, including churches and mosques; Bilateral and multi-lateral agencies, and local community initiatives Community-Based Organisations (CBOs). However a vacuum existed in provision of adequate development services and insufficiently addressing their socio-economic conditions in the rural areas thus emergence of local coping strategies as allowed by respective policies.

3.4.2.2 Agricultural Policies:

Under the management of MAAIF, it aimed at increased agricultural incomes, reduced poverty, improved household food and nutrition security, create employment and stimulate overall economic growth, Ministry of Agriculture Animal Industry and Fisheries policy paper (2011). Despite the existence of this policy, Ministry of Agriculture Animal Industry and Fisheries policy paper (ibid) revealed existence of challenges Uganda faces in the areas of commodity value chain, low production and productivity, functional institutions, low value addition to agricultural produce, lack of sustainable access to markets, failure to maintain a consistent policy regime and, insufficient manpower and skills. While according to GoU (nd), access to inputs, such as implements (hand hoes, ox ploughs) among poor farmers is low due high costs, theft, and unavailability in nearby markets, poor quality, and lack of advice. Thus poor farmers recommended sensitization of farmers, introduction of local supply program, encouragement of local stockiest to operate closer to the community, and reintroduction of the tractor hire service. For Ronald N. (2011) the challenge is on unfulfilled on input provision serves like the case of Uganda's presidential manifesto 2011 – 2016 that remain on paper.

3.4.2.3 Uganda's Constitution 1995

Mandates the Government of Uganda under the local government Act of 1997 and the post-Constitution restructuring of public sector institutions mandated MAAIF to promote and guide the production of crops, guarantee improved quality and increased quantity of agricultural produce and products set ground for the importation, storage and distribution of agricultural inputs and other services required by the majority of the subsistence farmers.

3.4.2.4 Uganda's Gender Policy:

According to Ministry of Gender, labor, and social development –MGLSD (2007) policy document, Gender policy redress gender imbalance and guide all development practitioners to plan, allocate resource and implement development program, based on identification and understanding of the social roles and relations of women and men in development sustainably. In this study the policy was relevant since men and women are both actors in development and influence means of obtaining livelihood through their difference, in form of time poverty and inequalities in access to and control over productive resources especially women who rely on farm self-employment than on non-farm and formal employment, compared to men.

3.5 Literature Review Summary

Through theoretical literature details on problems, causes, effects and possible solutions were identified in addition to evidenced based literature empirically sources from related studies which indicate that issues of limited access to agricultural inputs cuts international and national boundaries. Various approaches were used to address the problem but research gaps still existed especially in governance of inputs, mechanism of provision, targeting of recipients, monitoring mechanism between receipt of coupons or vouchers

and amount or quantity of inputs acquired which were addresses in this study. Some of these research gaps where considered in this study especially targeting, governance of inputs, provision mechanism and follow up of utilization.

CHAPTER FOUR

4.0 PROJECT IMPLEMENTATION

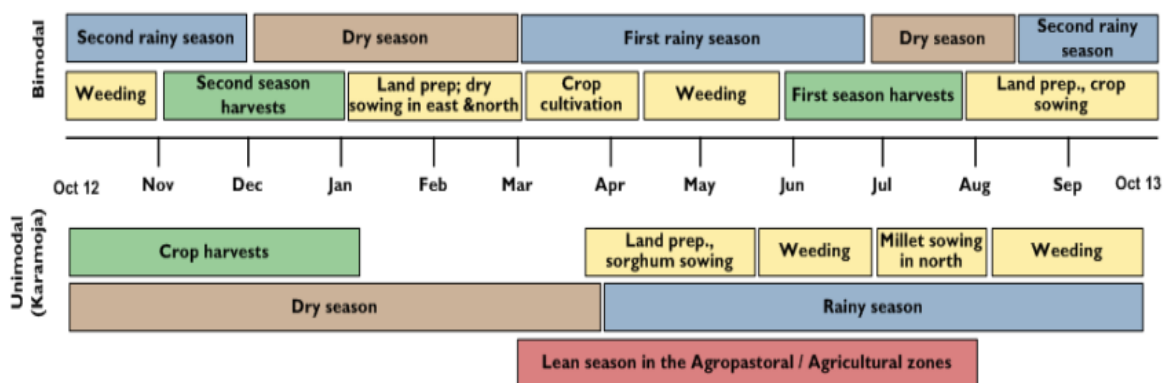
4.1. Introduction

This chapter included project products and outputs, project planning (implementation plan, inputs, staffing pattern, and project budget), project implementation report, and project implementation Gantt Chart. It contained guidelines, strategy, outputs and the products of the project and reports on accomplishment and non-accomplishment.

4.2. Products & Output

The products and outputs of this project were based on the outcomes of the actual planned activities measured through set indicators, the impact indicators were also developed based agricultural status against what they envisioned through the farming seasonal calendar as shown in as shown in figure 09below; Pageya ‘B’ village farming season fall under the bimodal season with two planting seasons advantageously running between January to August, and August to December yearly. Project products and out puts were then measured through the two farming seasons as agreed with beneficiaries.

SEASONAL CALENDAR FOR A TYPICAL YEAR



Source: FEWS NET

Figure 9: Uganda Seasonal Calendar (2013)

4.3. Project Planning

Project planning was important in this study as it defined the project activities and end products that the project would achieve and how the activities were accomplished. Dov Dvir *et al* (February 2003 Volume 21, issue 2,) termed it as development of technical specifications, project management processes and procedures for a project success. The planning for this project included participatory development of work plan, budgeting, personnel plan for easy implementation and monitoring, evaluation and control.

4.4. Implementation Plan

Two implementation plans were developed; the overall project implementation plan (see appendix II) and the beneficiaries 'simplified implementation plan as shown in figure 10 below'

SN	NYING	GINATIMA	NIND DWE
01	BOBO BUNICE	PUR	19 03 2013
02	DIKEI LELAND	1.1	22 03 2013
03	KIEX RINE	1.1	02 04 2013
04	ALAND HELLON	1.1	05 04 2013
05	ALAND DENNET	1.1	09 04 2013
06	FRANCIS YMA	1.1	12 04 2013
07	ATIDE SIMON	1.1	15 04 2013
08	ADU UNALAND	1.1	18 04 2013
09	CHARLES CHARLES	1.1	21 04 2013
10	JOSEPH FRANCIS	1.1	24 04 2013
11	FRANCIS YMA	1.1	27 04 2013
12	FRANCIS YMA	1.1	30 04 2013
13	ALAND HELLON	1.1	03 05 2013
14	ALAND DENNET	1.1	06 05 2013
15	ALAND DENNET	1.1	09 05 2013
16	ALAND DENNET	1.1	12 05 2013
17	ALAND DENNET	1.1	15 05 2013
18	ALAND DENNET	1.1	18 05 2013
19	ALAND DENNET	1.1	21 05 2013
20	ALAND DENNET	1.1	24 05 2013

CENG ABICAL WENG PURU CONTE ME TE K. CAA

Figure 10Beneficiaries Display their Group Work Plan

Source: Author (2013) Photo by Researcher

4.4.1 Inputs

The inputs for this project included hand hoes blades, handles human resource (staff of SOM, the researcher, government community and agricultural extension worker), budget and time. Each of the input carried cost and quantities for the whole project period as shown in appendix I.

4.4.1.1 Input Cost for the Project

The input cost for the project included cost for staffing and project activity costs for the project 'Rebuilding Livelihoods: an assessment on the impact of limited access to agricultural inputs on crop production in Pageya B village Awach sub county Gulu district.

4.4.2 Staffing Pattern

The project used the expertise of program and support staff as designated in the as below job summary (detailed job description in appendix XI) for its successful implementation. As planned this was a community based project that used combined human resources from SOM, beneficiaries, Sub-County authorities, SOM donor and researcher. The contribution of all these human resources had been costed and valued in the project success. The staff included;

4.4.2.1 Program Director

The Program Director is responsible for all operations and program activities. He was the budget holder and supervises Operations Manager, Finance Officer, spends 10% of time to support the project activities for this particular project at a total cost of \$ 1058 at a monthly rate of \$ 882 inclusive of all benefits. The Director work closely with the Operations director to ensure the organization objectives and policies are achieved as planned and networking with donors and government authorities.

4.4.2.2 Operations Manager

The Operations Manager reported to the program director Gulu coordinated all programmatic, administrative, HR&OD, procurement and financial activities for SOM Program. This position dedicated 10% of time to project at total cost of this position is \$212 based on a monthly cost of \$176 inclusive of all benefits. Works closely with donor technical staff to ensure project implementation is within donor requirements.

4.4.2.3 Community Development Officers (CDO)/ Administrator

The CDO was a national staff ensuring coordinating and oversaw the overall project implementation, the budget and reporting issues related to this grant. The CDO devotes 100% of the time to this project at a total cost of \$7,937 based on a monthly cost of \$661 including all benefits for 12 months. The CDO work closely with the Project Coordinator/Administrator to ensure internal and external stakeholders are informed and updated on project progress monthly, quarterly and annually and all project documentations are evidence- based and depicting project progress.

4.4.2.4 Assistant Community Development Officer (ACDO)

ACDO is a national staff working with the Community Development Officer (CDO), living in Pageya 'B' Village, Awach sub-county, Gulu district. He compiles reported, supported daily field activities, monitors, supports community project committees in supervision of group activities and provided feedback to CDO for action. He also ensured community project management committee implemented project activities according to implementation plans that were developed by the community. The ACDO worked closely with the community management committees on following up daily group plan and supported facilitating mediated were misunderstanding arose. The ACDO spends 100% of

time on this project at a total cost of \$4,233 based on monthly cost of \$353 including benefits.

4.4.2.5 Finance Officer

The Finance Officer was in charge of all financial transactions financial reports, and assured internal financial control systems, financial donor compliance. The time devoted 50% of his time for the project period at a total cost of \$ 1,058 based on a monthly cost of \$ 176 including all benefits.

4.4.2.6 Guard

Two security guards were employed in the project, they devoted 50% of their time office and assets safety and maintaining good relationship with communities around the office. The total cost for these positions were at **\$1058** one monthly rate of \$88 per guard including benefits.

4.4.3 Staff Training

During meetings with the SOM expression was that trainings for staff would not be included in this project phases as fund wouldn't be available but refresher would be undertaken in 2014. However during the study at project management level the researcher was able to coach the implementing staff in project cycle management and basics of participatory approach to community economic development people in initiating activities that suit their capacity and they are able to sustain.

4.4.4 Project Budget

Budget according to Wikipedia (2013), is a quantitative expression of a strategic plans of organizations' activities over a defined period of time which includes resource quantities,

costs and expenses, assets, liabilities and cash flows in monetary terms.¹³ The beneficiaries in this study understood it as the financial support from SOM and their community contribution in material and time as well as labour costed in the project. See details in table 12 and appendix 1.

Table 12: Summary Estimated Project Budget

	Budget Summary	UDS \$	UGX			
	Total Estimated Budget	61,252	138,920,000			
	Items Description	Total SOM Cost	Other contributions	Total USD	Total amount UGX	%
1	Supplies and transportation	617	141	758	1,720,000	1.24
2	Personnel	15,556	529	16,085	36,480,000	26.26
3	Staff travel (Day safari allowance DSA, Perdiem,	877	0	877	1,990,000	1.43
4	Project activities:	26,543	8,743	35,287	80,030,000	57.61
5	Contracts/sub grants (specialized services for the project	0	-	0	-	-
6	Vehicle operating & maintenance	7,390	0	7,390	16,760,000	12.06
7	Office equipment & communications	719	-	719	1,630,000	1.17
8	Other costs (e.g. Bank charges) -	137	-	137	310,000	0.22
	GRAND TOTAL	51,839	9,413	61,252	138,920,000	100.

Source author (2013)

¹³<https://en.wikipedia.org/wiki/Budget>

4.5 Project Implementation

The implementation of this project was conducted in a participatory manner based on the prioritized need obtained in the CNA conducted Pageya 'B' village, Awach Sub-county, Gulu District. The project which covered January to December (2013), with a target of 50 individual members of the village selected one per household was implemented (see details in 4.3.1).

4.5.1 Project Implementation Report

This section described the project implementation activity accomplishment under each objective, based on timeframe, resources used and unmet resource needs.

4.5.1.1 Start-Up Activities

Meetings with SOM management seeking the opportunity to conduct a research through their organisation, orientate meeting with beneficiaries, sub county officials and SOM staff on 8th of January on the goals and objectives and activities of the project, seeking their opinion on the project activities in Pageya 'B' village, Awach Sub-county, Gulu District was also conducted. The outcome of the meeting was that the community and sub county officials warmly and SOM management welcomed the project idea and pledged their support, committeemen and corporation.

4.5.1.2 Community Mobilizations

Mobilization of community was undertaken as a crucial part of the project at various project implementations. This was to enhance ownership, support community participation and sustainability. Beneficiaries' participation and commitment was enhanced evidenced in the project where during midterm evaluation 91.7% said they had spent six months in the project. Others indicated that they were motivated to participate in

the project due to the improved community mobilization initiated for development rather than empty promises or solving land conflict or violence community due to alcoholism and idleness that was rampant in the village since they returned from IDP camp

4.5.1.3 Community Need Assessment (CNA)

A participatory Community Needs Assessment (CNA) was conducted in Pageya 'B' village with 78 respondents in January (2013). SOM led the community mobilization process with the local leaders through meetings, written notes posted in public places (market, church, schools, and health centres), and visits to households (door to door). Interviews, observation and focus group discussions using PRA such as problem tree and objective tree analysis and pair-wise ranking were used. Small mangoes that had dropped littering the compound as familiar objects and cut papers with writings in 'Luo' (local language), flip charts for both illiterate and literate, As shown in figure 11 below.



Figure 11: Respondents Prepare for Pair-Wise Rank to Identify their Problems

Source: Author Primary Data CNA (2013).

As the result of the CNA, problems causes, effects hinder rebuilding their livelihoods; possible solutions were established and needs prioritized. The exercise also laid a foundation for the study as respondent said, *“I thought I didn’t know how to read and write, I am happy to have been part of the literate people to identify the problem affecting me and my household”* Dombolo (not real name) a project beneficiary. This PRA approach set very strong ground for the project among the people of Pagea B village as the felt they were part of the development.

4.5.1.4 Beneficiary Identification and Community Project Management Committees Formation

50 beneficiaries one individual per household (male or female) was identified and selected and verification in a meeting to ensure inclusion of vulnerable household such as female headed households, elderly persons, and disabled, chronically ill, child-headed households and some 6 (3male and 3 female) proactive subsistence farmers to help as mentors in the project. From the 50 beneficiaries, community project management committees (5 members (chairperson, treasurer, mobilizer and secretary) were also selected to manage project activities in collaboration with SOM staff and the researcher.

4.5.1.5 Group Establishment

Two groups of 15-25 members were later formed from the 50 beneficiaries based on conveniences in an open discussions and named Lubanga Mamiyo and Ribe Ber. The outcome of this group formation enhanced combined efforts to succeed in the project activities and social cohesion, coordination, and peer support as shown in figure 13 below.

One member commented said, “I would not have loved to work with group members who are lazy, gossipers and unrealisable, a project beneficiary echoed” Establishment of

groups was successful after in-depth orientation of the beneficiaries and the stakeholders on the importance of the group and their role in the project. Group work traditionally was the main means of livelihood activities among the Acholi tribe called (“awak”), it also supported the weak people who were not able to support themselves in crop production.

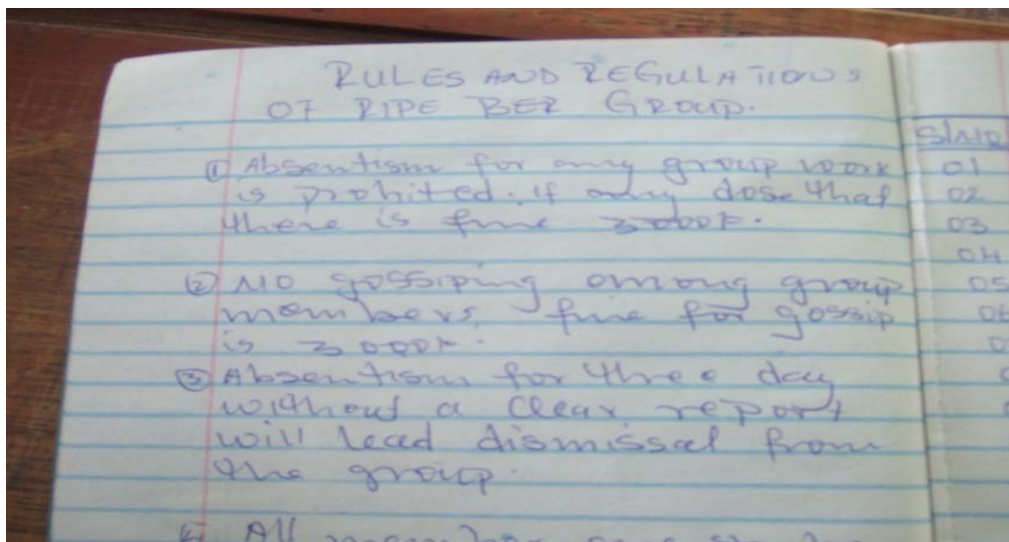


Figure 12: Showing the Group Bylaw

Source: Author (2013)



Figure 13: Group Members Move for Group Gardening

Source Author: (2013)

Additionally, group work was guided by own bylaw written in the Luo and had it translated in English was presented to the local authority for recognition. It guarded against defaulters, easy workflow, clear roles and responsibility in the groups see sample figure 12 below. The process of group establishment underwent heated discussions with emphasis on previous experiences of failed groups while in the IDP camps especially in the following key issues;

- i** Group committees to comprise of; Chairperson, Vice Chairperson, Treasurer, Secretary, and mobilizers were selected in an open discussion for qualities required, roles set.(2 male 2 female)
- ii** Respective groups developed their internal implementation work plan for rotational group activities to support all group members in two months phases. One group included opening 1 acre garden for each member at a session running from (Monday to Saturday),
- iii** Meeting schedules for respective groups were set on a weekly basis to discuss progress of group activities. Regulations were to ensure compliance was set rules which included regular attendance to group meetings, participation in group activities, sending notice of absenteeism and compensation of work missed.
- iv** Community contribution method was drawn to include use of own land for the project, provision handles for the hand hoes and fixing it ready for use on the day of distribution, setting time to participate in project activities including monitoring and evaluation as a committee, beneficiary and role model member. This action built strong community ownership and commitment of the project.

4.5.1.6 Distribution of Agricultural inputs (hand hoes)

A total of 100 pieces of hand hoes were distributed in the beginning of March (2013) to the 50 beneficiaries meaning each beneficiary received two (see figure 14). Representatives of committee members, staff of SOM and the researcher were part of the team who bought the hoe blades after verification to ensure appropriateness, quality and quantity. After distribution co complain from the beneficiaries about poor quality, inadequate quality.



Figure 14: Distribution of Hand Hoes

Source (2013)

4.5.1.7 Business and Group Management skills Training

Basic business and group management skills training was conducted to 50 beneficiaries from 15th– 18th June 20013 in Pageya ‘B’ village by two facilitators (the researcher and Staff of SOM). The objectives of the training was to equip participants with skills and knowledge in business and management and self-sustaining of the project activities. A training manual adapted from Uganda investment authority with contents such as business basics, business planning; business identification, marketing, communication skills, record keeping, financial management, social and personal aspects was used (see appendix IX).

The training equipped beneficiaries with skills and knowledge to plan, management, initiated, save and sustain livelihood opportunities. For instance beneficiaries formed two group savings; revolving fund ('kalulu' in luo given to respective member on weekly basis) and savings and loan ('bolicup' in luo- save up to end of year and used based on agreed group plan) which where cumulated saving were as shown in figure 15 below. Beneficiaries were encouraged to keep simple records of such nature as part of accountability.

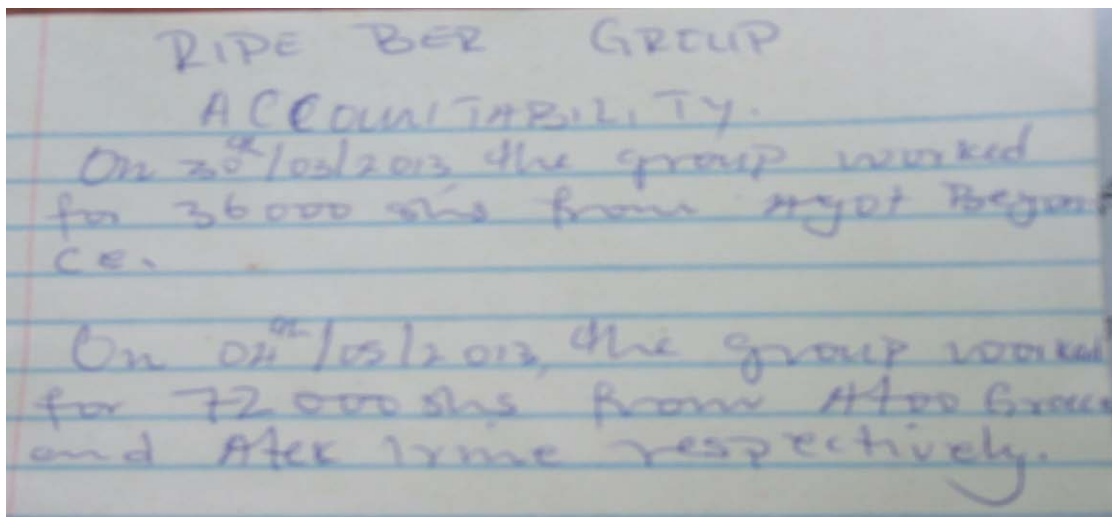


Figure 15 Daily Group Work Report Indicating Income Obtained.

Source Author, (2013)

i Savings and Loans 'Bolicup'

A total of Uganda shillings 591,000/= about 260 United States dollars at exchange rate 1 per 1 Uganda shillings

ii Revolving Fund 'Kalulu'

Lubanga Mamiyo and Ribe Ber groups saved Uganda shillings 3.6 million about 1,500 United states dollars at exchange rate 1 per 1 Uganda shillings (Lubanga Mamiyo 324,000/= Riber Ber 267,000/=). (Uganda sh. 300,000/= 12 out 50 group members had

received). Beneficiaries also attributed improvement in keeping basic record of daily income per group in their group report book kept by the secretary as shown in figure 15.

4.5.1.8 Quarterly Project Review

Two quarterly review meetings were conducted; 2 April (2013) and 2nd one on 25 June (2013) respectively where beneficiaries, SOM management and staff, community leaders and government authorities participated and discussed progress and way forward. Outcome of the meeting was that, close follow-up (mentors, project management committees, SOM, researchers and beneficiaries), coordination, and implementation flow was strengthened.

4.5.1.9 Follow-up and Mentorship to Groups on Group Activities, Utilization of Agricultural inputs in Farming Cycle

Follow up of the project was conducted regularly (monthly jointly and weekly beneficiaries only). Findings in the follow up indicated that there were three people dropped out due to chronic illness but were replaced by their household members. This incident was identified by the beneficiaries themselves, a group meeting was called to discuss the incident and later confirmed by the researcher and SOM staff.

4.5.1.10 Participatory Monitoring:

Qualitative and quantitative data collection was considered very important in the monitoring and evaluation of projects. Joint monitoring was conducted monthly involving all relevant stakeholders and conducted based on indicators planned in the project against outputs and outcome observable. This was implemented to ensure all stakeholders took responsible and were accountable for their actions and responded to project related issues that would derail its progress.

4.5.1.11 Participatory Evaluation:

Continuous evaluation by the researcher staff of SOM and project management committee apart from scheduled evaluation; midterm and end of project evaluations. The midterm evaluation was participatory in manner was conducted in June (2013). Findings indicated that; all activities and indicators were partially achieved as planned, details available in chapter five subsections 5.2.3 (Summary of Evaluation, and findings and discussions) and beneficiaries were willing to sustain the project.

4.6 Project Implementation Gantt Chart

The implementation of the project activities were based on the implementation Gantt chart as shown in IV. The chart enhanced coordination of work between departments and management, planning and control of the project. All the project activities were implemented in accordance with to the schedules stipulated by James M. W. (2003) in the European Journal of Operational Research.

CHAPTER FIVE

5.0 PROJECT PARTICIPATORY MONITORING, EVALUATION AND SUSTAINABILITY

5.1. Introduction

This chapter contained details on participatory monitoring which covered sub-sections on monitoring information system, participatory monitoring methods used to engage the community in the monitoring of this project and participatory monitoring plan. The chapter further provided information on participatory evaluation which covered subsection on performance indicators, project evaluation summary), project sustainability.

Participatory monitoring and evaluation according to World Bank group (2013) and Irene Guijt, *et al* (1998) in the PLA Notes was engagement of stakeholders monitoring and evaluation of a particular project or policy, share control of the content, management of process, results and identification of remedies. It aimed at building ownership, empowering, source of accountability and transparency, source for corrective actions. In the study borrowed a lot of these attributes through field visits, participatory needs identification and management of the project cycle.

5.2. Participatory Monitoring

Olaf P. (2009) and Phil B. (2011) further emphasized that participatory monitoring is a systematic recording and periodic analysis of information that was chosen and recorded by insiders with the help of outsiders. For instance in input utilization, identifying problems and finding possible solutions, rightful targeting and timely implementation, identifying lessons learnt, and cross-checking planned activities visa via actual activities against needs and providing feedback. However Mark S. R *et al* (2006) noted that

community usually do not invest in collecting data on sustainability unless monitoring is linked to action that provides immediate and clear local benefits. This was addressed in the study through participatory monitoring project conducted jointly with the beneficiaries, community project management committees, local and government leaders and staff of SOM guided.

5.2.1 Monitoring Information System

This project adapted participatory monitoring information system taking into consideration the beneficiaries' characteristics. To ensure information on accomplishment or non-accomplishment of outputs/activity were gathered, group leaders with their members on a flip chart developed list of group members' dates of group work where every day an activity was accomplished was indicated. Whether a group member was literate or an illiterate, he or she put a tick against his or her name.

5.2.2 Research Methods

Both qualitative and quantitative methods of data collection using interviews, field visits, observations were used and administered in a participatory manner. To ensure the project progress was tracked, reported, opportunity for decision enhanced; this project used both qualitative and quantitative methods of data collection. The findings were very useful to both SOM management and beneficiaries in making decision on respective areas for improvement in the project.

5.3. Participatory Monitoring Plan

This project adapted a monitoring table – indicator tracking tool that was drawn on Ms-Excel spread sheet calculating target indicators against actual progress per goal, objectives and outputs as well as activities to inform project members on the progress of the project activities as shown in appendix II at end of the document.

5.4. Participatory Evaluation

Evaluation was designed to objectively assess the impact and accomplishments of the project based plans at short term and long term level. For basis of decision-making, allows beneficiaries take charge of the whole evaluation process, determination of evaluation questions, data collection, analysis and presentation of the findings. *"Participatory evaluations involve a collective examination and assessment of a program or project by stakeholders and beneficiaries.....people-centred, Françoise C. (1997).* The study evaluation was reflective, action-oriented, build capacity of the beneficiaries, lead to development of lessons learned for remedial and accountability to stakeholders to improve program implementation towards achieving indicators set.

5.4.1 Performance Indicators

There are several types of performance indicators as indicated by Olaf P (2009); sustainability indicators (long term benefits after the project end), relevance indicators (measure impact in a broader term), outcome/impact indicators (measure quality and quantity of results achieved through provision of project goods), output indicators (measure quantity or quality of services created in a project). This study evaluation focused on impact/outcome indicators (project activities; distributed hand hoes, training conducted) and sustainability indicators (continuous of project activities) as detailed in the logical framework shown in appendix V.

5.4.1.1 Research Method

i Summative Evaluation

Primarily quantitative in nature used methods such as interview using semi-structured questions to measure goals, objectives, and outcomes quantitative indicators derived directly from the project were assessed for example, number of beneficiaries benefiting

and participating in the project activities and the number of outputs and activities accomplished and were timely implemented and reported. It also ensured the project design was followed during the implementation process.

ii Formative Evaluation

Primarily qualitative in nature KII interviews and FGD based on open-ended questions was used. The outcome of findings guided implementations, recommended way forward for ongoing project improvement of the project.

5.4.2 Summary of Evaluation

The evaluation summary of this study was generated based on the set indicators initially developed with the beneficiaries at the beginning of the project as shown in appendix.A midterm evaluation was conducted in Pageya ‘B’ village facilitated by three assessors in addition to the researcher were semi structured interviews, FGD, KII and observation were used to establish goal, objective and out/activities status of the project. 51 respondents (20 female and 28 male) (project beneficiaries and local leaders and government authorities) in June (2013) were used as shown in table in figure 16 below.

Figure 16: Evaluation Respondents’ Category:

Category description per tool used	Number of respondents		
	Female	Male	Total
Semi structured interview	14	10	24
Focus Group Description	10	10	20
KII	4	0	4
SOM staff	2	2	4
Total per tool	28	20	51

Source: Primary Data (2013)

Summary of the evaluation are as shown in appendix IX below while detailed tables and narrations on evaluation findings and discussion are as below. Findings on the assessment on goal, objectives, outputs and activities indicators obtained using semi-structured interviews, FGDs, KII and observations conducted in Pageya 'B' Village, Awach Sub County, Gulu District were as follows;

5.4.2.1 Achievements of Indicators

i **Goal Indicator 1: Number of Beneficiaries Reporting the Project was Relevant and Meet their Needs**

100% (50 project beneficiaries) representative of 1021 people in Pageya B village reported the project was relevant and meeting their needs where 66.7 % managed to access hand hoes, saved money, participated in group work, initiated alternative sources of livelihoods and met their needs, while 16.7% each met their basic needs and initiated alternative source of income respectively as shown in chart in figure 17 below;

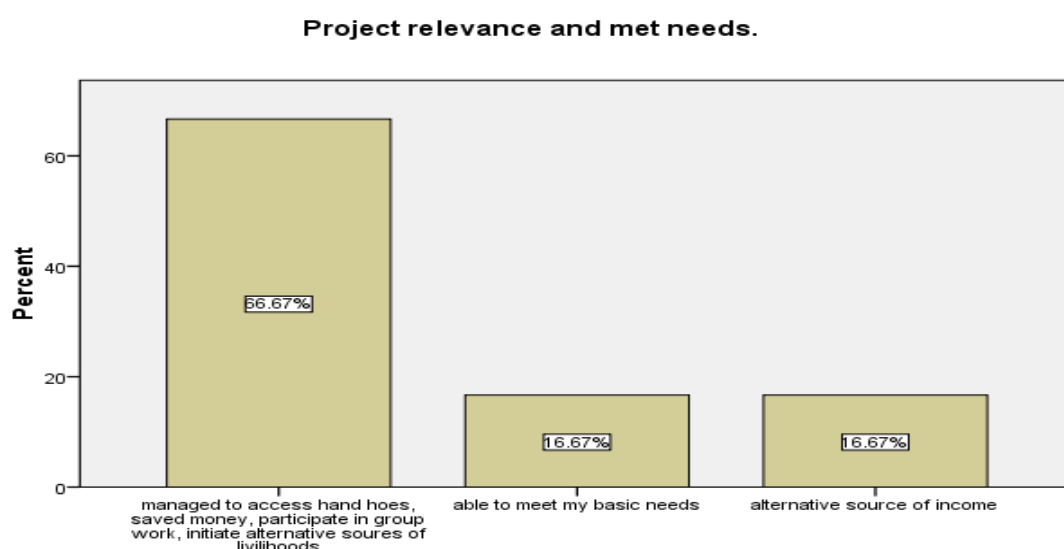


Figure 17: Project Relevance and Meeting Needs.

Source: Primary Data Midterm evaluation (2013)

ii Goal Indicator 2. Number of people in Pageya B village in addition to beneficiaries reporting adaptation and replication of durable livelihood solutions in their households

Beneficiaries also indicated that the project had not only been relevant to them but the rest of the village members where by 66.7 % said other people have formed their groups and are doing similar activities (crop production, casual labor, small business), 25 % said they beneficiaries where encouraging other village members to work harder and 8.3% said they were example in the in the village in good management of project as shown on a graph in figure 18 below.

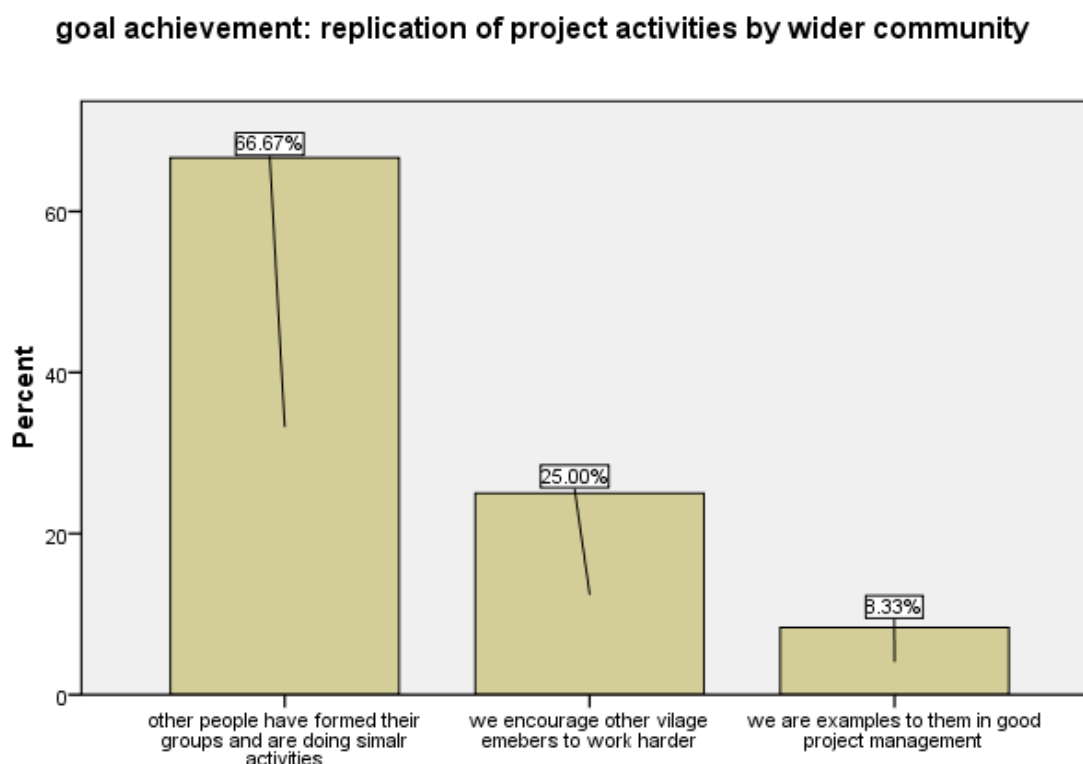


Figure 18: Adaptation and Replicated Project by Wider Population of Pageya B Village

Source: primary Data Midterm evaluation (2013)

iii Goal Indicator 3: Number of People Reporting Direct or Indirect Involvement in the Project Initiation.

At 100 %of the responds interviewed reported involvement directly or indirectly in the project initiation 75% as beneficiary, 20% Beneficiary, mentor, community project management committee and Community local leader, government leader/extensions staff respectively table 14 below;

Table 13: Mode of Involvement in the Project

Mode of Involvement	Frequency	%
Beneficiary	18	75.0
Beneficiary, mentor, community project management committee	5	20.8
Community local leader, government leader/extensions staff	1	4.2
Total	24	100.0

Source: Primary Data, Midterm evaluation (2013)

Generally findings indicated that the project was relevant and met needs of the community, involved them in the initiation, and project activities being replicated in the wider community.

iv Objective 1, Indicator: Projected Increase in Number of Beneficiaries Reporting Availability of at Least 2 other Opportunities for Accessing Agricultural Inputs in 12 Months.

Findings indicated, indicated 66.7% of the beneficiaries adapted and practiced crop production and sales of the surplus products, casual labour, cash saving locally known as ‘boli cup’, keeping domestic animals (pigs, goats) and poultry for sale as material savings at individual households while, 8.3% crop production only and another 8.3% casual

labour only meaning 33% were only engaged in one durable livelihood solutions only as shown in table 15 below

Table 14: Number of Durable Solutions to Access Agricultural Inputs Adapted and Practiced

Durable Solutions to access agricultural inputs	Frequency	Valid %
Crop production	2	8.3
Keeping and selling small ruminants	2	8.3
Crop production and sales of the surplus products, Casual labor, cash Saving ('bolicup), Keeping domestic animals and chicken.	16	66.7
Casual labor	4	16.7
Total	24	100.0

Source: Author (2013). Primary Data, Midterm evaluation

Further findings on the 33% engaged in only one durable solution indicated that they were others were chronically ill and others joined the project later than time for crop production but were preparing gardens for second season.

v Objective 1: Indicator 2. Availability of at Least 3 Agricultural Inputs per Beneficiary Household

According to interviews conducted with beneficiaries in the midterm evaluation on availability of at least 2 variety of agricultural input (hand hoes) by the end of December 2013 found out that 58.3% had acquired three hoes bought 25%, and 16.7% had 2 hoes acquired one hoe as shown in table 15 below there was indication that; According to the project, it was to enable access to agricultural inputs. Therefore, one beneficiary during FGD indicated that she had acquired five good hoes and three used ones, (three

were bought with money obtained from digging other people's garden with the hand hoe received). Some beneficiaries interviewed revealed that their households had pangas, sickles, and more than one new hoe.

Table 15: Showing Agricultural inputs per Beneficiary

Agricultural inputs per beneficiary	Frequency	%
Bought 2 hoes	4	16.7
Bought 1 hoe	6	25.0
Bought 3 hoes	14	58.3
Total	24	100.0

Source: (2013). Author, Midterm Evaluation

vi Objective 1: Indicator 3: Availability of at Least 2 Acres of Gardens Per Beneficiary

As planned in the project design, respective beneficiary was required to cultivate at least 2 acres and plant crop varieties of choices based on crop yield, marketability, household consumption, and available seeds varieties. Findings indicated that, 58.3 cultivated and planted three acreages while 25% had 4 acres and 8.3% had 2 acres and one acre respectively. This meant that 91.6 % of the respondents interviewed had cultivated and planted 2- 4 acreages each as shown in table 16 below. Respondents in of FGD explained that since they returned from the IDP camp two years ago they had been cultivating one acre and dividing for all the food crops they require, this project was a big support to them thus the would be able to sustain and manage the outcome of the crops and sell as groups especially for crops such as ground nuts, cassava, maize and millet.

Table 16: Acreages Cultivated

Acreages Cultivated	Frequency	Valid %
1 acre cultivated and planted	2	8.3
2 acre cultivated and planted	2	8.3
3 acres cultivated and planted	14	58.3
4 acres cultivated	6	25.0
Total	24	100.0

Source: (2013). Author, Midterm Evaluation

One beneficiary added that; *“I tilted four gardens one is 120 x 80 meters and 80 x 20 meters and planted ground nuts, maize, millet and sweet potatoes,” one beneficiary name withheld.* Beneficiaries opted for crop production which according to them was more appropriate and they are conversant with, quick and easier way of sustaining access to agricultural input.

vii Objective 1: Indicator 4. Increased Crop Production Variety and Tonnage to At Least 3 Per Beneficiaries

Findings indicated that, 75% of the beneficiaries planted at least 3 varieties of cassava, maize and groundnuts, followed by 16.7% who planted beans, groundnuts and cassava, while 8.3% had millet, maize and beans. This analysis indicated that a bigger proportion of the beneficiaries had planted cassava, groundnuts and beans in the evaluated season followed by millet and maize as shown in the data shown in table 18 below. Crops such cassava, groundnuts and beans were more consumed, more marketable and high yielding in the village while millet and maize are produced for household consumption. How ever

measurement of tonnage of production couldn't be conducted b this reporting period as crops were still at during stage as in figure 17.

Table 17: Varieties of Crops Planted in the Acreages Cultivated

Varieties of crops planted	Frequency	Valid %
Cassava, maize, Groundnuts	18	75.0
beans, groundnuts, cassava	4	16.7
millet, maize, beans,	2	8.3
Total	24	100.0

Source: (2013). Primary Data Midterm Evaluation

However, evaluation on the tonnage could not be established at this midterm evaluation since harvested crops were in the drying stage before storage as shown in the figure 18 below;



Figure 19: Groundnuts Harvested Displayed to Dry

Source Primary Data (2013), Photo by Robert SOM Staff

viii Objective 2 Indicator 1. Increased Number of group members participating in group activities weekly

It was planned that capacity building of 50 beneficiaries would be conducted to equip beneficiaries with basic business skills and management project activities for sustainability of the project beyond December (2013). Findings in the midterm evaluation indicated that 91.7% respondents had participated in the project for six months followed by eight point three who participated for three months. This findings indicated that there some beneficiaries who did not start participating immediately in the project after being identified and selected as a beneficiary due to unknown reasons as shown in table 18 below.

Table 18: Duration in the Project

Duration	Frequency	Valid %
6 months	22	91.7
3 months	2	8.3
Total	24	100.0

Source: (2013). Primary Data Midterm Evaluation

ix Objective 2: Indicator 2. Improved Capacity in Basic Business and Management Among Beneficiaries

Beneficiaries were divided into two groups for training in Basic Business and Group Management Skills. The training equipped them with skills and knowledge to manage outputs of project activities for increased accessibility to agricultural inputs such as proceeds of crop production, causal labour, and other IGAs. Findings indicated that 54.2%

had their capacity built in basic business and management evident by ability to participate in group work, initiate alternative livelihoods, manage project, save for the future and increased acreages cultivated, 12.5% participated in project management, 12.5%. Others were involved in pottery and sales of thatching grass while 8.3% had the ability to save for the future in cash or material forms as shown in table 19 below.

Table 19: Improved Capacity in Basic Business and Management

	Frequency	Percent	Valid Percent	Cumulative Percent
ability to participate initiate and practice alternative source of livelihood	3	11.5	12.5	12.5
ability to participate in project management	3	11.5	12.5	25.0
ability to save for future in cash or material	2	7.7	8.3	33.3
ability to participate in group work, initiate alternative livelihoods, manage project, save for the further and increased acreages cultivated	13	50.0	54.2	87.5
Others	3	11.5	12.5	100.0
Total	24	92.3	100.0	

Source: (2013). Primary Data Midterm Review

Beneficiaries in the FGD attributed their abilities in managing project activities and its outputs to the skills acquired in the training especially business saving, planning, record keeping, and reporting, budgeting and group management. Being able to initiate and think creatively by tapping opportunities for rebuilding livelihoods individually, ability to participate in project cycle management. Beneficiaries appreciated the initial planning of training in the project design and the success outcome of the training that had enhanced

increased capacity for management the project activities and their household business. Other respondents added that were individually able to start planning their household business that would commence b December when they would have completed the planting seasons.

x Output.1. Findings of CNA prioritized as number one need that requires action is development into a project.

Furthermore 66.7% of respondents indicated that the project met their needs and was relevant as it was developed based on the CNA prioritized needs which included access to agricultural inputs, saved money, participated in group work, and initiated alternative sources of livelihoods initiation of alternative sources of livelihoods as in table 20 below;

Table 20: Project Relevance and Met Needs

Project relevance & met needs	Frequency	%
managed to access hand hoes, saved money, participate in group work, initiate alternative sources of livelihoods	16	66.7
able to meet my basic needs	4	16.7
alternative source of income	4	16.7
Total	24	100.0

Source: (2013). Primary Data midterm review

xi Output 2. Identified Beneficiaries willing to Participate in Project Activities And Group Works

According to community project management committees interviewed, there had been good level of participation from beneficiaries. Commitment and wiliness to and group was

highly demonstrated in the project by respective beneficiaries and stakeholders evidenced in duration of participation and mode of involvement in the project. Under participation, findings showed that; According to community project management committees interviewed, there had been good level of participation from beneficiaries. Findings indicated that 91.7 % of people interviewed have participated in the project for 6 months engaged in group work, practicing basic business and management skills, participating in project management, and initiated alternative livelihood activities, as shown in table 21 below.

Table 21: Duration in the Project

Duration in the project	Frequency	%
6 months	22	91.7
3 months	1	4.2
12	1	4.2
Total	24	100.0

Source Author (2013) Midterm Evaluation

The respondents further indicated that group members had maintained their number up at 25 and according to the respondents, there was active participation in project implementation especially the set group work. They indicated that even elderly people had not dropped from the project because of the support they received from other beneficiaries especially when they were not able to attend project schedules/activities due to ill health or other commitments. Further findings indicated that 95.8 % of the people interviewed were involved and participated in the project as beneficiaries because mentor and

community project management committees were all beneficiaries who were selected to perform such additional duties and 4.2 were community local leader, government leader/extension staff as shown in the table 22 below.

Table 22: Mode of Involvement in the Project

	Frequency	%	Valid %	Cumulative %
beneficiary, mentor, community project management committee	5	19.2	20.8	95.8
community local leader, government leader/extension staff	1	3.8	4.2	100.0
Total	24	92.3	100.0	

Source: Author (2013) Primary Data, Midterm Evaluation

xii Output 2 Project activities identified implemented and managed.

Based on this finding, only 66.7% of the respondents interviewed had met the standard set by adapting and practicing at least 2 durable livelihood solutions 66.7%, meaning that 33.3% of the respondents needed more encouragement, mentorship and being talked to find out their reasons for setback compared to the rest.

xiii Output 3. Distributed Agricultural inputs (hand hoes) are suitable and of quality and effectively utilized.

Findings indicated that the hand hoes which were distributed by Sports Outreach Ministry was timely at the beginning of farming circle in this region. The findings indicated that, 58.3% cultivated 3 acres and save some money, followed by 16.7% cultivated 4 acres and

saved money and cultivated 2 cares only, 8.3 % cultivated 1 acre and saved money. This analysis found out that out of utilization of the hand hoes provided indicated cumulatively, 83.3% of the respondents had cultivated 1 – 4 acres of land and had saved money as shown in table 23 above

Table 23: Utilization of Agricultural Inputs (Hand hoes)

	Frequency	%	Valid %	Cumulative %
cultivated 4 acres and saved cash	4	15.4	16.7	16.7
cultivated 1 acre and saved money	2	7.7	8.3	25.0
cultivated 3 acres and saved money	14	53.8	58.3	83.3
cultivated 2 acres	4	15.4	16.7	100.0
Total	24	92.3	100.0	

Source: Author (2013). Midterm evaluation

xiv Output 4: Trained Beneficiaries Able to Manage and Implement Group Activities Such As Agricultural Production, Marketing Of Agricultural Products, And Causal Labour for Cash.

The training in business skills was organised to facilitate capacity improvements to beneficiaries for effective management of project outs and products. 50 beneficiaries were trained. Findings indicated they were able to plan their project activities such as revolving fund ('kalulu'), loan and group savings ('bolicup') and group work. .Groups and individual members were able to continue saving cash and materials and keep records for accountability. The researcher further assessed details of money saved through FGD

where respondents also indicated that out of utilization of the hand hoes provided, they had formed two types of weekly savings called “bolicup” (money saved in a closed box and opened at the end of the year for distribution) and ‘Kalaulu’ (cash saving given to an individual on weekly basis). These two saving were existing and the beneficiaries were aware of the management process in addition to the business skills the attained in the project. The monitoring of the progress was planned in SOM earl plan thus assurance of close follow-up exits. Findings from the two group members indicated that there was good progress in group activities including general management of the groups evidenced the following saving detail,

- a) In “bolicup” in Ribe Ber group had saved UGX 267,000/= (approximately 108.8 USD at 2500/1), Lubanga Mamiyo group had saved 324,000/= (approximately 129.6 USD), was saved in apart from group savings as shown in table 32 above.
- b) In “kalulu” the two groups of Ribe Ber and Lubanga Mamiyo have formed one saving and group of 50 members where each member contributed 6,000/= equivalent of (2.4 USD at 2268 per USD dollar) per week for a worth (UGX 300,000/= about 80 USD) given to a respective member weekly. Findings indicate that 12 members had so far received their 300,000/= per week totalling 3,600, 000/=.

In addition to cash saving, other beneficiaries saved in material forms such as; chicken, pigs, goats as a result of using the hand hoes where a beneficiary commented that the hand hoes enabled them to join groups to do causal work unlike when they used to share hoes with the rest of the family members. Other significant successes reported by beneficiaries included words such as, *before the project, I used not to involve myself in groups. I now have the opportunity to go as a group to dig for money and save for the future. This project activities make us recall the good days before the war when we used*

to do communal work to support each other especially the old,” members of Riber Ber group name withheld.

xv Output 5: Increased number of beneficiaries reporting improved capacity through technical support and mentorship

Findings indicated that 62.5% respondents attributed improvement in their capacity to technical support, regular monitoring, follow up and mentorship, 16 % mentorship, 8.3% mentorship and linking groups to government programs, 4.2% indicated field visits and participation in projects activities and 8.3% don't know respectively while. There was indication that 91.7% attributed improvement in capacity through regular monitoring, technical, mentorship as shown in table 24 below.

Table 24: Supports: Regular Monitoring, Technical Support, Mentorship

	Frequency	Percent	Valid Percent	Cumulative Percent
Mentorship	4	15.4	16.7	16.7
regular monitoring, follow up and mentorship	15	57.7	62.5	79.2
mentorship and linking groups to government programs	2	7.7	8.3	87.5
field visits and participation in projects activities	1	3.8	4.2	91.7
i don't know	2	7.7	8.3	100.0
Total	26	100.0		

Source: Author (2013). Primary Data Midterm Evaluation

The above findings showed regular monitoring, mentorship and technical support to the project hence level of project progress.

5.5. Sustainability

Sustainability according to Daniel B. (2010), is “the capacity for continuance more or less indefinitely into the future.” While according to Neil M. (2004) and Jay A. M. *et al* (2004) sustainability is meeting needs. The study project beneficiaries understood sustainability as obtaining surplus and saving for the future, the capacity of the project to function regardless of changes in external funding and long term sustainability of the project.

Furthermore, Mary Ann S. (2005) provided three aspects that influences sustainability which included, project design and characteristics (in the start-up and design process was participatory, evidence based), organization mission and capacity, stable environment and project is legal. This elements where all considered in the study especially participatory process in the project cycle- start-up and design, project aligned to aligned to SOM mission and sub county plan and there was stability and favorability of external socio-economic and political environment.

5.5.1 Sustainability Elements

Key elements needed adapted and practice in a project included what Jay A. M. *et al* (2004) suggested for example leadership competence, effective collaboration, understanding of the community, demonstrating program results, strategic funding, staff involvement and integration, and program responsively. Beneficiaries understood the element of sustainability as an important part of planning for the future and sustainability.

5.5.1.1 Sustainability Plan

i Sustainable development elements

The group planned to upgrade their agricultural inputs from hand hoes to ox-plough

through group savings and marketing of surplus production in two years' time (2015). Individually beneficiaries planned to expand crop production into viable business and save for future. Group activities were also sources of motivation restoration of team spirit, unity, common understandings and problem solving ability. One beneficiary Kalima (note her real name) noted: *“with my savings I will buy goats, chicken which are first growing and have high market value. I will be able to rent an ox plough and till more than five acres. In years to come I will buy my own oxen and ox plough.”*

ii Environment sustainability

Environmentally the beneficiaries were orientated on keeping saving environment through keeping environment clean, not burning bush and unnecessary cutting of trees as not recommended in the Gulu district and sub county bylaws.

iii Strategic Planning and Management

- a) Stakeholders' commitment existed in the study based on the technical and legal support provided by local government and enabling environment to institutionalise community based groups and upgrade them in to NGOs to support community development as long as groups were committed. This commitment enhanced good progress to the project and portrayed indication of sustainability beyond the project period.
- b) Participation of stakeholders, accountability, transparency, and public awareness was exhibited in the study. Beneficiaries emphasised the benefits of participation in project activities as means to sustainability of the project beyond (2013).for examples the cited the participatory approaches used during CNA, joint monitoring, follow up and evaluation. This was also to ensure progress of activities, outputs and indicators through routine participatory evaluation and

monitoring to picture success or failure and any anticipated problems. The process also ensured formulated of solutions, were being jointly being achieved

- c) Source of funding was based on the contribution from SOM, community, government departments and the researcher in cash and kind. For instance SOM's contributed 85% of total project cost amounting to \$51,839 USD while community contributed 15% of (in kind) amounting to \$9413 USD This funding was voluntarily sourced and transparently allocated to this project based on community needs, SOM development mandate and government policy.

Community contribution usually among people in recover situation might be a challenge due to lack of capacity but it should be noted that contribution whether in material, cash, or time is valuable in a project and encourages commitments, sustainability and reduces dependency on external support. This should also be planned at the initial start and design of the project.

- d) Stakeholders capacity was exhibited in four ways; 1) Community members were able to demonstrate their traditional ability in group work and social cohesion that set a strong foundation of the project. 2) Local government authorities provided technical as custodians of government programs and the legal authority in the Pageya B village through participatory monitoring and evaluation and ensuring peace and extension services. 3) SOM (Host Organisation) shared their wide experiences in community development, social, spiritually and economic development. They were the only NGO working in Pageya 'B' Village; they obtain trust from the community. Staffs of SOM were placed in the community to closely assess community needs, work with them to address identified needs. 4) The researcher provided technical support in the design, management and sustainability of the study project.

iv Project Institutionalization:

SOM had introduced the groups to the sub-county for reorganisation as local groups with capacity to implement and participate in government programs and manage their own livelihood projects with the hope of grooming them into CBOs that would support development in Pageya B village legally and independently.

v Sustainability Strategy and indications

The following strategies for sustainability of the project were undertaken throughout the project period:

- a.** Participatory project cycle management and establishment of working group to function as peer support to each other and the existence of community management committees was a step forward into sustainability of the project without SOM support.
- b.** Financial sustainability was undertaken through enforcing community contribution in addition to SOM support at the designed as monitored in the project to strengthen and reduce dependency tendency. Business skills encouraged saving were able to initiate a revolving fund of UGX 6,000/= (about 2 USD) payable weekly by each beneficiaries and materially (see example in figure 23 below) as a group and individually.



Figure 20: Author r (2013). Saving in Material for the Future

Source Author: (2013)

- c. Institutional/Programmatic Sustainability was obtained in the study through participatory development of goals and objectives lined to SOM vision, mission, and values which was also in line with the district development plan. Implementation plan, monitoring and evaluation plan were all developed and functional. Capacity building was undertaken as a core element to ensure ownership and sustainability SOM, researcher and government authorities shared their in community development through use of approaches such as PRA, joint quarterly reviews, monitoring and evaluation which empowered the beneficiaries to take management and implement the project from initial start forward.
- d. Political Sustainability was ensured through transparency and accountability of project activities to government, political and community leaders as well as the beneficiaries. There stakeholders gained confidence and trust on the goal of the project, for instance the local council authority of Pageya “B” village pledged further support extension services and linking project beneficiaries in upcoming government programs.
- e. Being a village that had been left out from service delivery during the recovery period, this project was timely in quest for their development thus there was high community support and participation evident in their commitment and contribution towards the project success. For instance their time to the project management, land for crop production, hoe handle and fixing it.
- f. Networking and collaboration is one of SOM core values therefore it was taken as a main subject for ensuring project information, good practices and lessons learnt were shared with other stakeholders, and other organizations through meetings and seminars.

vi Gender Equality:

Last but not least, gender equality was enhanced in throughout the project period such design, implementation, beneficiary identification (35 female and 15 male) and community management committees (3 male and 2 female). Training in Business skills incorporated contents towards ensuring both gender understand their respective roles in the project and share the outcomes for example under the content of family budgeting give their female counterparts a chance to participate in decision-making at all levels.

CHAPTER SIX

6.0 CONCLUSION AND RECOMMENDATION

6.1. Introduction

This chapter provides a Conclusion, Summary and recommendation on rebuilding livelihoods: an assessment on the impact of limited access to agricultural inputs Pageya 'B' Village Awach Sub county Gulu District.

6.2. Conclusions

This study was conducted in Pageya B Village with the overall objective to assess the impact of limited access agricultural input in rebuilding livelihoods. Findings indicated that Pageya Village lies within latitude 2°46'46.16"N and longitude 32°21'34.12"E in the fertile and arable soil, with good climatic and rainfall pattern with two rainfall peaks allowing two farming seasonal pattern that support production of perennial and seasonal crops yearly. Unfortunately rebuilding livelihoods as it recovers from over 2two decades of war (1986-2008) is impossible unless the multiple challenges were addresses.

For instance among the people interviewed sixty six point seven (66.7 %) said their main source of livelihoods and income before the war was subsistence farming but were unable to perform it effectively in the recovery period. Their life was associated with low crop production and lack of surplus to support other social obligations, limited access to agricultural inputs, lack of government support and lack of market. Limited access to hand hoes was blamed for the problem of low crop production as the only means of implementing their crop production was hand hoes which was not available to them. Amidst limited access to agricultural input – hand hoes majority of household population ranged from six to ten (on average 8 people per household) including children thus limited

opportunity to engage in crop production and support household livelihood activities. With persistence of limited access to agricultural inputs people of Pageya B village were challenged in meeting the basic needs and engagement in meaningful livelihood recovery activities which required urgent attention in enhancing access to hoes, income generating activities-IGA backed up by capacity building sustainable livelihood management, and advocating for equitable government distribution of resources.

Based on the CNA findings and the subsequent project developed with the goal to enhance durable livelihood solutions to increase crop production through access to agricultural inputs for rebuilding livelihoods and the two objectives; to increase opportunities for accessing Agricultural inputs for increased crop production for rebuilding livelihoods among 50 vulnerable household members and strengthening the capacity of 50 beneficiaries in basic business skills and sustainable management of livelihood initiatives in Pageya 'B' village by December 2103, there was hope for change.

Findings of the midterm evaluation conducted in June (2013) found that overall project goal was partially and the subsequent two objectives were being met. Findings indicated increased number of beneficiaries reporting adaptation and practice of at least two durable livelihood solutions which included crop production and saving in cash or material, engaging in casual labour. A big proportion of the respondents were able to buy additional hoes ranging from 1-3. There was increased acreages cultivated ranging from 2-4 and planted with crops of choices, and good yield witnessed in the seasons harvest during the midterm evaluation though increased tonnage could not be measured at the time of this evaluation. The project was relevant and met the needs of the people due to participatory approaches in the design, needs identification, used community structure (community project management committees) as part of management team, was designed

based on needs prioritised and beneficiaries were empowered to become actors not passive recipients. The project strategy start-up (provision of hand hoes) and training in business skills provided a strong starting ground. The strategy to encourage community contribution and management of the project was helpful in a situation dependency on handed was along practice and sense helplessness and low self-esteem revealed, natured sense of ownership of the project thus commitment to excel it.

The project was reported to encouraged high community involvement and participation to achievement its goal, objectives and out indicators For instance increased acreages cultivated and planted with crops of choices was an eye opener that joint efforts in a recovery situation was necessary. Other respondents attributed the progress to participatory monitoring and evaluation which the World Bank (2013) used to engage stakeholders in the project. Apart from PM&E, timeliness in implementation of activities to meet time bond agricultural practices was acknowledged by the respondents especially provision of hoes was within the farming calendar, training in business skills and mentorship.

There was indication of the project heading towards a sustainability based on the commitment exhibited by the project stakeholders, beneficiaries keen interest and commitment in project activities and saving the income with future plans, the good harvest of the first seasons crops was a promising sign as the people already have available food stock as they prepare for season, other respondents had cultivated 3 new acres in addition to the first seasons garden.

Conclusively, the above findings therefore revealed that addressing the problem of limited access to agricultural input for increased crop production for rebuilding livelihood in a recovery situation was possible.

6.3. Recommendations

‘Rebuilding livelihood is not a normal enhancement of livelihood, having lost the normal trend of life, restarting requires extra efforts, commitment and energy to move on. The affected people need to be involved and encouraged to struggle to their feet as humanitarian support was no more. Their hopes for being able needed to be awakened as they would still be living in shock of IDPs camp and memories of lost valuables rather than concentrating on valuable livelihood activities to start a normal life.

There should be integration of multiple livelihood activities to substantiate hand-outs if any, and programmers should be aware of the fact that the livelihood activities should build on what the people already know before bring in advanced technology as former IDPs lost their time search for safety and survival than acquiring more knowledge which is usually assumed. Therefore projects that support people in a recovery situation needs to take care of the following;

6.3.1 Community involvement and participate shouldn’t remain in paper but the practical actions of the project to promote peoples contribution and steps towards sustainability. These should be planned and stipulated as key indicators and monitored as the project progresses.

6.3.2 Coordination & cooperation with all stakeholders should be encouraged as livelihood enhancement especially in a recovery situation is complicated especially the affected people and the government whose are hold responsibility for people’s livelihood.

6.3.3 Gender equality should remain a major focus of a project to ensure participation, engagement and decision-making of both sexes, encouraged and promoted

throughout the project implementation phase. These would encourage men involvement in crop production as rebuilding livelihood has multiple tasks to achieve with short time to restart a living therefore if all these were left to women and children alone, they risk more vulnerable as were the practice.

6.3.3 Groups should be encouraged as this would restore social breakdown caused by the war, participation initiatives, and encouraging hard work and increase efforts to cover more in a short time for example one garden per day.

6.3.4 Capacity building in business and management is very important in a livelihood project especially where people had been relying on hand-outs, their need to be strengthened to plan how to meet the needs of their household amidst limited resources to avoid vulnerability situation.

REFERENCES

ACTED in Uganda Northern (2011). *Uganda Strategy 2010 – 2014*, ACTED in Uganda.

Anantha Kurmar Duraiapph, Pumulo Roddy and Jo-Ellen Parry (June 2005). *Have Participatory Approaches Increased Capacities?* International Institute for sustainable development (iisd)[www.iisd.org] accessed 5 July (2013)

Anne Mulhall BSc MSc PhD (18 October 2002). *Methodological Issues in Nursing Research in the field: Notes on Observation in Qualitative Research, Independent Training and Research Consultant*, The Coach House, Ashmanhaugh, Norfolk, UK.

Beccio (April 2012). *Enabling Poor Rural People to Overcome Poverty in Uganda*, International Fund for Agricultural Development ©IFAD/S. Rome, Italy [www.ifad.org], available on [<http://www.ifad.org/operations/projects/regions/Pf/factsheets/uganda.pdf>]. accessed 25 August 2013

Daniel Bonevac (21 January 2010). *Is Sustainability Sustainable?* Springer Science + Business Media, LLC 2010

DFID, UNICEF, et al, (8th - 10th Sept. 2008). *Social Protection for The Poorest in Africa, Compendium of Papers presented during the International Conference on Social Protection*.

Dov Dvir, Tzvi Raz, Aaron J. Shenhar.(February 2003 ,Issue 2 Volume 21, Pages 89–95). *An Empirical Analysis of the Relationship between Project Planning and Project Success. International Journal of Project Management*,
[<http://www.sciencedirect.com/science/article/pii/S0263786302000121>]

E.S. Nederlof, B. Wennink and W. Heemskerk (version 3, March 31, 2010).*Access to Agricultural Services Background Paper for the IFAD Rural Poverty Report*, the Royal Tropical Institute KIT Development Policy and Practices, Amsterdam.

Ephraim W. Chirwa, Mirriam Matita and Andrew Dorward, (December 2011).*Factors Influencing Access to Agricultural Input Subsidy Coupons in Malawi*, Future Agriculture. available on [www.future-agriculture.org]

FAO, (2012). *Improving Food Security and Agricultural Livelihoods of the War Affected Communities in Acholi and Teso*, Report No. 6.

FAO, (February, 2009).*Second Season 2008: Land Use and Crop Yield Assessment Report, Acholi Sub-Region* (Amuru, Gulu, Kitgum and Pader Districts).

Françoise Coupal, (April 1997). *Participatory Monitoring and Evaluation for Community-Driven projects*, Mosaic.net International, inc. available on [<http://www.mosaic-net-intl.ca/ontrack.shtml>]

Frank Ellis and Edward Allison, (January 2004). *Access to Natural Resources Sub-Programme Livelihoods Diversification and Enterprise Development Sub Programme: Livelihood diversification and natural resource access*, LSP Working

Paper 9, Food and Agriculture Organization of The United Nations Livelihood Support Programme (LSP).

Ger Roebeling and Jan de Vries (July, 2011). *Advocacy and Policy Influencing for Social Change*, published by Assistance for Civil Society Organisations – TACSO Regional Office Potoklinica 16, Sarajevo, Bosnia and Herzegovina- [www.tacso.org.]

Gerald Shively and Jing Hao (August 2012). *A Review of Agriculture, Food Security and Human Nutrition Issues in Uganda*, Department of Agricultural EconomicsPurdue UniversityWest Lafayette, IN 47907.

Government of Uganda (GoU) (nd), *Plan for Modernization of Agriculture: Eradicating Poverty in Uganda. (Government Strategy and Operational.*

Gulu District Local Government (2005), *District State of Environment Report*, [http://s3.amazonaws.com/zanran_storage/www.unep.org/ContentPages/170390185.pdf]

Gulu District Local Government, (© 2012 – 2013).*Overview of Gulu District Local Government*,Rwenzori Information Centres Network-RIC-NET[<http://www.gulu.go.ug>]

Harper, Echohawk, Bigpond, Iron Cloud-Koenen, & Spotted Eagle, (17(2), 2002).*Protecting Children*, Listening to the People: Designing and Implementing a Community-Led Needs Assessment [http://ctb.ku.edu/en/dothework/tools_tk_2.aspx]

Henry Manyire & Narathius Asingwire, (1998 13. 2, 75-83.).*The State of Dynamics of Social Policy Practice and Research in Uganda*, Journal of Social Development in Africa,

Henry Sanoff AIA,(September 1999).*Community Participation Method in Design and Planning*, © 2000John Wiley and sons Inc, Canada. [<http://books.google.com>]

Ian Gregory (June 9-13, 2006), *The Role of Input Vouchers in Pro-Poor Growth*, Selected Sections from a Background Paper Prepared for the African Fertilizer Summit IFDC—an International Center for Soil Fertility and Agricultural Development. Abuja, Nigeria.

International Institute of Sustainable Development -iisd, (© 2013).*Participatory Research for Sustainable Livelihoods: A Guide For Field Projects On Adaptive Strategies*, Copyright International Institute of Sustainable Development [<http://www.iisd.org/>] 29 August 2013

Irene Guijt, Mae Arevalo and Kiko Saladores, *Participatory Monitoring and Evaluation: Tracking change together*, (1998. Issue 31, pp.28–36), PLA Notes IIEDLondon [<http://pubs.iied.org/pdfs/G01749.pdf>] 27 August 2013

James M. Wilson, *Gantt charts: A centenary appreciation*, European Journal of Operational Research 149 (2003) 430–437, Department of Business and Management, Glasgow University, University Avenue, Glasgow G12 8QQ, Scotland, UK available, on [www.sciencedirect.com] accessed 23 August 2013

Jay A. Mancini and Lydia I. Marek (2004, Vol. 53, No. 4), *Sustaining Community-Based Programs for Families: Conceptualization and Measurement*

Jennifer Rietbergen-McCracken and Deepa Narayan (© 1998). *Participation and Social Assessment: Tools and Techniques*, The International Bank for Reconstruction and Development / The World Bank 1818 H Street, N.W. Washington, D.C. 20433, U.S.A.

John Jagwe (May 2011). *Food Security and Farmer Entrepreneurship in areas that are in Transition from Emergency to Development: A Case of Lango and Acholi sub-regions*. Desk Study for Agri-ProFocus Uganda Food Security Group, Oxfam, ZOA

Kaducu Felix Ocaka, MBcHB, MPH, PhD Student, Gulu University, Uganda, (Revised 2012.05.02). *Nutrition Study: Nutritional Status of Former Internally Displaced Persons in a Post-Conflict Setting: The Case of Acholi Demographic Surveillance System (DSS) Site in Northern Uganda*. [<http://enreca-gulu.net/research-projects/dss/nutrition-study/>] 2 July (2013)

Kennedy Odokonyero, (30th May 2012). *Organic Farming and Social Capital Approach in The Restoration of Sustainable Agricultural Livelihood in A Post-Conflict Setting: A Case Of Northern Uganda*, Organic Agriculture In A Development Perspective Course Spring 2012 Course Assignment Report, Faculty of Science and Technology Department Of Agro-Ecology and Environment Aarhus University-Denmark

Kirsten Gelsdorf, Daniel Maxwell and Dyan Mazurana (August 2012). *Livelihoods, Basic Services and Social Protection in Northern Uganda and Karamoja*, Working Paper 4, Feinstein International Center

Lynn M. Morgan, (© 2001). “*Health Policy and Planning 16(3):122-230, Review Article.*

Community Participation in the Health Perpetual Alluer Persistent Challenge,

Department of Sociology and Anthropology Mount Holyoke South Hadley College

MA USA, Oxford University Press.

Mark S. Reed, Evan D.G. Fraser, Andrew J. Dougill (2006).*An Adaptive Learning*

Process for Developing and Applying Sustainability Indicators with Local

Communities Sustainability, Research Institute, School of Earth and Environment,

University of Leeds, West Yorkshire LS2 9JT, United Kingdom.

Mary Ann Scheirer *(© 2005 26; 320,) *Is Sustainability Possible? A Review and*

Commentary on Empirical Studies of Program Sustainability, American Journal of

Evaluation American Evaluation Association, SAGE Publications

[<http://www.atmosp.physics.utoronto.ca/people/lev/ESSgc2/320.pdf>]

Menyha Emmanuel (B/Stat-MUK). (September 2010), *Effect of Agricultural Inputs and*

Extension Services on Household Crop Production in Uganda, MUK Kampala.

Ministry of Agriculture, Animal Industry and Fisheries – MAAIF (December

2011).*National Agriculture Policy Final Draft,* Kampala.

[<http://semuwemba.files.wordpress.com/2010/03/uganda-agric-policy.pdf>]

Ministry of Finance, Planning and Economic Development (MFPED) OPM (© 2013).

Poverty Reduction Strategy Paper Uganda's Poverty Eradication Action Plan:

Summary and Main Objectives, Kampala, Uganda.

[<http://www.imf.org/external/np/prsp/2000/uga/01/#2>]

Ministry of Gender, labor, and social development (MGLSD), (2007), *The Uganda Gender Policy*, Kampala
[\[http://www.mglsd.go.ug/wpcontent/uploads/2009/09/Uganda-Gender-Policy.pdf\]](http://www.mglsd.go.ug/wpcontent/uploads/2009/09/Uganda-Gender-Policy.pdf)
 accessed 16 July (2013).

Neil Morris, (October/November 2004), *Sustainability: What is it? IEE Power Engineer*
[\[http://digital-library.theiet.org/\]](http://digital-library.theiet.org/) July 26 2013

Northern Uganda UNICEF– (October 2005). *Humanitarian Situation Report*
[\[http://www.internal-displacement.org/\]](http://www.internal-displacement.org/)

Office of the Prime (OPM) Minister Republic of Uganda (© 2013), *Peace, Recovery and Development Program 2 (PRDP2), Peace, Recovery and Development Plan 2 (PRDP2)*
[\[http://www.prdp.org.ug/\]](http://www.prdp.org.ug/)

Olaf Passenhiem (© 2009.), *Project Management*, Olaf Passenhiem & Ventures publishing Aps available on [\[www.bookboon.com\]](http://www.bookboon.com)

Phil Bartle (24th October, 2011), *Monitoring and Evaluation: How and How Well Objectives are being reached* [\[http://cec.vcn.bc.ca/cmp/modules/mon-int.htm\]](http://cec.vcn.bc.ca/cmp/modules/mon-int.htm)

Regina Birner, Marc J. Cohen, & John Ilukor, (November 2011). *Rebuilding Livelihoods in Post-Conflict Situations: What are the Governance Challenges? The Case of Northern Uganda*, International Food Policy Research Institute: Sustainable Solutions for Ending Hunger and Poverty, (Working Paper No. USSP 07 IFPRI-

KAMPALA Uganda and Washington, DC 20006-1002 USA,available
[<http://scholar.google.com/scholar?>] accessed 8 May (2013) .

Robert Chambers (1997).*Whose Reality Counts? Putting the First Last*, Institute of
Development studies,[[http://www.ids.ac.uk/idspublication/whose-reality-counts-
putting-the-first-last](http://www.ids.ac.uk/idspublication/whose-reality-counts-putting-the-first-last)]

Ronald Naluwairo (, 2011).*Promoting Agriculture Sector Growth and Development: A
Comparative Analysis of Uganda's Political Party Manifestos (2011-2016)*.
ACODE Policy Research Series No. 41

Samuel Paul. (February 1987). *Community Participation in Development Projects: The
World Bank Experience*, World Bank Discussion papers- DCP 6- archive, , The
World Bank 1818 H Street, N.W. Washington, D.C. 20433, U.S.A.

Sara Kouakou, (August 2012).*Enabling poor rural people to overcome poverty in Guinea*,
International Fund for Agricultural Development ©IFAD Rome, Italy.

Scott L. Cummings (02-01-2002). *Community Economic Development as Progressive
Politics: Toward a Grassroots Movement for Economic Justice*, UCLA Public Law
Series, UCLA School of Law, UC Los Angeles.

SEWA Development Trust SINDH - SDTS Project Report (© 2010).*Agricultural Input
for Early Recovery*, [<http://www.sewatrust.org/agr.html>]

Susan B. Rifkin (1990), *Community Participation in Maternal and Child Health/Family Planning Programs: An Analysis Based on Case Study Materials*, London School of Medicine and Tropical Medicine, World Health Organization (WHO) England.

Susan Reynolds Whyte, Sulayman Mpisi Babiiha, Rebecca Mukyala, Lotte Meinert, (© 2012), *Remaining Internally Displaced: Missing Links to Security in Northern Uganda*. [http://www.oxfordjournals.org/our_journals/refuge/terms.html]

The CEDPA Training Manual Series Project Design For Program Managers Conducting A Workshop On Planning Community-Based Projects The CEDPA Training Manual Series Volume Ii, The Centre For Development And Population Activities, Washington, D.C. 20036, U.S.A. © 1994.

The Community Tool Box: Work Group for Community Health and Development at the University of Kansas. Copyright (© 2013) by the University of Kansas

The OHOI State University, Center for the Study of Students Life (08/08/12), All About: Focus Groups, [<http://slra.osu.edu/posts/documents/focus-groups.pdf>]

The Republic of Uganda (April 2010), National Development 2010/11 to 2014/15

The World Bank Group (©2013), Civic Participation and Civic Engagement: Participatory Monitoring and Evaluation, available on [<http://go.worldbank.org/RHRG0AAGX0>]

Uganda Bureau of Statistics (2006)[<http://www.ubos.org/index>]

Uganda Humanitarian Profile (2012). *Uganda Profile Cluster*

[http://reliefweb.int/sites/reliefweb.int/files/resources/uganda_humanitarian_profile_2012]

[http://www.ugandacusters.ug/dwnlds/0901MapCenter/NewMaps/1-7-2010-UG-DEMO-05_A3_21June2010_GuluDistrictPopulationDensitybyParish]

Uganda's Feed the Future Strategy: Uganda Multi-year Strategy 2011-2015 available on

[http://uganda.usaid.gov/sites/default/files/Uganda_Feed_the_Future_Strategy_Mar_10_Final.pdf] 7 August (2013)

UNDP, International Recovery Platform-IRP, Guidance UNOCHA (note dated), Note on

Recovery Livelihood, International Recovery Platform Secretariat Japan

[http://www.undp.org/content/dam/india/docs/guidance_note_on_recovery_livelihood.pdf]

United Nations (1981:5). Popular Participation as a Strategy for Planning Community

Level Action and National Development, New York: United Nations.

United States Office of the Personnel Management, *Assessment & Selection: Structured*

Interviews, NW, Washington DC 20415, Federal Realty Services.

[<http://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/>] accessed 15th June (2013).

US Department for Health and human services, *Administration for children and families*

[<https://www.childwelfare.gov/systemwide/assessment/community.cfm>]

USAID (July1-30, 2009), Humanitarian & Economic Recovery: Transitioning Northern Uganda – One Year of OTI Activities. Available on <http://northernuganda.usvpp.gov/humanitarian.html>

Workshop Handout © Copyright 1967, 1987, 2007, <http://cec.vcn.bc.ca>

APPENDICES

Appendix I: Estimated Expenditure Budget

Project title: Project Title: REBUILDING LIVELIHOODS: AN ASSESSMENT ON THE IMPACT OF LIMITED
Organization: SPORTS OUTR

USD							UGX'000								
Total Estimated Budget USD							61,252	138,920,000							
*Other secured funding: please indicate if there is any other funding or resources (cash or in-kind) received toward activities of this project															
PART I										PART II					Total amount UGX
(a) Items Description (insert more budget line rows as needed)	(b) Unit of measurement	(c) Percentage/ time allocation	(d) Frequency	(e) Quantity	(f) Unit Cost	(g) Total Project Cost	(h) SOG contrib	(i) Other community and	Forecast Budget Year 2013				Total amount		
									Q1	Q2	Q3	Q4			
										JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC		
1 Supplies and TRANSPORTATION															
1.1	hand hoes in boxes each 25	boxes	100%	1	4	132	529	529	-	529	-	-	-	529	1,200,000
1.2	hoe handles	pcs	100%	1	100	1	132	0	132	132	-	-	-	132	300,000
1.3	hire of car to transport hoes	trips	100%	1	1	88	88	88	-	88	-	-	-	88	200,000
1.4	rubber for fixing hoes used	pcs	100%	1	1	9	9	0	9	9	-	-	-	9	20,000
Sub-total SUPPLIES, COMMODITIES						222	758	617	141	758	-	-	-	758	1,720,000
2 PERSONNEL (provide detailed information on responsibility/title, post location and the percentage)															
2.1	Program Director- Gulu	staff	10%	12	1	662	1,058	1,058	-	265	265	265	265	1,058	2,400,000
2.2	community development	staff	100%	12	1	661	7,937	7,937	-	1,984	1,984	1,984	1,984	7,937	18,000,000
2.3	assistant Community	staff	100%	12	1	353	4,233	4,233	-	1,058	1,058	1,058	1,058	4,233	9,600,000
2.4	guard	staff	50%	12	2	88	1,058	1,058	-	265	265	265	265	1,058	2,400,000
2.5	finance officer	staff	50%	12	1	176	1,058	1,058	-	265	265	265	265	1,058	2,400,000
2.6	operations manager - Gulu	staff	10%	12	1	176	212	212	-	53	53	53	53	212	480,000
2.7	community project	volunteers	50%	12	2	44	529	0	529	132	132	132	132	529	1,200,000
Sub-total PERSONNEL COSTS						2,160.5	16,085	15,556	529	4,021	4,021	4,021	4,021	16,085	36,480,000
3 STAFF TRAVEL (DSA, Perdiem, - Describe the nature of the travel and staff members)															
3.1	DSA during filed visit and	allowamnc	100%	16	4	13	847	847	-	212	212	212	212	847	1,920,000
3.2	DSA SOM staff during	allowamnc	100%	2	2	4	7	7	-	7	-	-	-	7	16,000
3.3	DSA SOM staff during	allowamnc	100%	3	1	4	4	4	-	-	4	-	-	4	8,000
3.4	Perdiem SOM staff during	allowamnc	100%	4	1	13	13	13	-	3	3	3	3	13	30,000
3.5	DSA SOM staff during	allowamnc	100%	1	2	4	7	7	-	2	2	2	2	7	16,000
Sub-total STAFF TRAVEL						37.0	877	877	-	224	220	217	217	877	1,990,000
4 Project activities: TRAININGS, WORKSHOPS, SEMINARS, MEETINGS, CAMPAIGNS,															
4.1	community mobilizations	allowam	100%	4	1	220	882	441	441	220	220	220	220	882	2,000,000
4.2	project start up and	crates	100%	1	2	9	18	18	-	18	-	-	-	18	40,000
4.3	identification of and	refresh	100%	1	1	9	9	9	-	9	-	-	-	9	20,000
4.4	stakeholders meeting-	crates	100%	3	1	88	265	265	-	88	88	88	-	265	600,000
4.5	Community needs	participants	100%	1	1	0	0	0	-	-	-	-	-	-	-
4.4.1	refreshment water	boxes	100%	1	2	9	18	18	-	18	-	-	-	18	40,000
4.4.2	refreshment soda	crates	100%	2	2	9	35	35	-	35	-	-	-	35	80,000
4.4.3	assessors facilitation	allowam	100%	2	2	4	18	18	-	18	-	-	-	18	40,000
4.4.4	stationery	lumpsum	100%	1	1	88	88	88	-	88	-	-	-	88	200,000
4.5	refreshment during	participants	100%	4	0	0	0	0	-	-	-	-	-	-	-
4.5.1	refreshment (sodas)	crates	100%	4	2	9	71	71	-	18	18	18	18	71	160,000
4.5.2	stationery	lumpsum	100%	4	1	22	88	88	-	22	22	22	22	88	200,000
4.6	business skills training	participant	100%	1	25	0	0	0	-	-	-	-	-	-	-
4.6.1	refreshment (sodas)	crates	100%	2	8	8	141	141	-	-	141	-	-	141	320,000
4.6.2	Lunch	plates	100%	2	27	2	119	119	-	-	119	-	-	119	270,000
4.6.3	stationery	lumpsum	100%	1	1	441	441	441	-	-	441	-	-	441	1,000,000
4.6	Project evaluations bi-	participant	100%	2	0	0	0	0	-	-	-	-	-	-	-
4.6.1	stationery	lumpsum	100%	2	1	22	44	44	-	-	-	22	22	44	100,000
4.6.2	facilitation evaluators	allowance	100%	2	3	31	185	185	-	-	93	-	93	185	420,000
4.6.3	refreshment- soda	crates	100%	2	3	9	53	53	-	-	26	-	26	53	120,000
4.6.4	water	jerricans	100%	1	1	9	9	9	-	-	9	-	-	9	20,000
4.6.5	Lunch	plates	100%	2	40	2	176	176	-	-	88	-	88	176	400,000
4.7	participatory project	lumpsum	100%	48	1	220	10,582	7,800	2,782	2,646	2,646	2,646	2,646	10,582	24,000,000
4.8	Follow up/mentorship and community initiated	lumpsum	100%	2	50	220	22,046	16,534	5,511	-	11,023	11,023	-	22,046	50,000,000
Sub-total TRAINING, WORKSHOPS						1,106.7	35,287	26,543	8,743	3,179	14,956	14,017	3,135	35,287	80,030,000
5 CONTRACTS/SUB GRANTS															
5.1						0	-	-	-	-	-	-	-	-	-
5.2						0	-	-	-	-	-	-	-	-	-
5.3						0	-	-	-	-	-	-	-	-	-
Sub-total CONTRACTS						-	-	-	-	-	-	-	-	-	-
6 VEHICLE OPERATING &															
6.1	travel to pageya on project monitoring	trips	100%	16	4	44	2,822	2,822	-	705	705	705	705	2,822	6,400,000
6.2	travel to sub county	trips	50%	4	4	44	353	353	-	88	88	88	88	353	800,000
6.3	vehicle services and maintenance	veh	50%	8	1	220	882	882	-	220	220	220	220	882	2,000,000
6.4	fuel and lubricants	veh	100%	48	1	69	3,333	3,333	-	833	833	833	833	3,333	7,560,000
Sub-total VEHICLE OPERATING & R						378.1	7,390	7,390	-	1,847	1,847	1,847	1,847	7,390	16,760,000
7 OFFICE EQUIPMENT &															
7.1	telephone- office phone	lumpsum	100%	1	1	22	22	22	-	6	6	6	6	22	50,000
7.2	airtime for cell phones-	lumpsum	100%	1	1	13	13	13	-	3	3	3	3	13	30,000
7.3	printing papers	lumpsum	100%	1	1	220	220	220	-	55	55	55	55	220	500,000
7.4	cartridges	lumpsum	50%	1	4	88	176	176	-	44	44	44	44	176	400,000
7.5	internet services	lumpsum	50%	1	1	441	220	220	-	55	55	55	55	220	500,000
7.6	utilities (electricity, water, fax)	lumpsum	50%	1	1	132	66	66	-	17	17	17	17	66	150,000
Sub-total OFFICE EQUIP. & COMM						917.1	719	719	-	180	180	180	180	719	1,630,000
8 OTHER COSTS (e.g. bank															
8.1	bank charges	months	100%	12	2	26	26	26	-	7	7	7	7	26	60,000
8.2	audit 1% total project cost	once	100%	1	1	0	0	0	-	-	-	-	-	-	-
8.2	yearly NGO registration	yearly	50%	1	1	220	110	110	-	-	-	-	110	110	250,000
Sub-total OTHER COSTS						222.7	137	137	-	7	7	7	7	137	310,000
(i) SUBTOTAL Project Costs						5,043.87	61,252	51,839	9,413	10,216	21,231	20,288	9,517	61,252	138,920,000
GRAND TOTAL						61,252	51,839	9,413	10,216	21,231	21,231	20,288	9,517	61,252	138,920,000

Budget summary			
Total Project Cost	\$	61,252	100%
Total Cost SOM contrib	\$	51,839	85%
Total community contrib	\$	9,413	15%

Appendix II: Stake Holder Analysis

Stakeholders	Level of influence	Level of interest	Importance to the project
Community members	High	High	They determine the need for a project they must be involved or expect failure if not involved
Government Extension Workers	Medium	Medium	Needs to be involved in technical support and sustainability of the project
Sub-county Officials	High	Medium	Important to be involved in linking and coordinating groups to other government livelihood opportunities for their sustainability
SOM staff	High	High	They support community in ensuring their needs is fulfilled.
Community leaders	High	High	Should be involved for social cohesion but care should be taken on level of involvement especially in governance and targeting.

Source: Author (2013)

Appendix III: Project Implementation Plan

Goal: To enhance durable livelihood solutions for increased crop production through access to agricultural inputs for rebuilding livelihoods of the people in Pageya ‘B’ Village, Awach Sub County, Gulu District.

		Activity	Project Months													
			1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	Resources needed	
		Meeting with management of SOM													Funding and time	Researcher
		Community mobilizations.													Transport, air time and fund	SOM- CDO and community leaders
		Project start up and orientation Stakeholder’ meeting													Transport to SOM	The researcher
		Conduct CNA (meeting community, planning, training of assessors and debrief)													Transport to Pageya, facilitation , training materials	Assessors, researcher and respondents

Data collection and Data analysis and debrief													Transport to Pageya, writing materials, refreshment	Assessors, researcher and respondents
Identification, selection and verification of project beneficiaries.													Transport, facilitation, stationary	SOM-CDO, researcher,
Project design and implementation modalities.													Stationeries, funds, transport	researcher, SOM-CDO, beneficiaries, community leaders
Formation and establishment of working group 15-30 members.													Stationery	CDO and researcher, community leaders
Distribute Agricultural input (hand hoes)													Transport, funds, hand hoes, stationeries	CDO, SOM management, community leaders, beneficiaries
Train beneficiaries in basic business skills and management													Stationeries, transport, funds	SOM-CDO, SOM management, community leaders, beneficiaries
Mentor group members on management and sustainability of the project activities													Transport, facilitation, stationeries	
Follow up and mentorship													Transport, stationery, facilitation	stakeholders

Review of project implementation progress- quarterly													Transport, stationery, facilitation	SOM-CDO, beneficiaries. Community leaders, researcher
Participatory Evaluation- Internal bi-quarterly														
Participatory monitoring and internal assessment													Stationeries, transport, funds	SOM-CDO, SOM management, community leaders, beneficiaries
Participate in bi quarterly general program staff meeting													Transport, stationery, facilitation	SOM-CDO, beneficiaries.
Audit														

Source Author: (2013)

Appendix III Stakeholders' analysis matrix (ranking of value influence and interest (high (highest value), low- lowest value)

Stakeholders	Level of influence	Level of interest	Importance to the project
Community members	High	High	They determine the need for a project they must be involved or expect failure if not involved
Government Extension Workers	Medium	Medium	Needs to be involved in technical support and sustainability of the project
Sub-county Officials	High	Medium	Important to be involved in linking and coordinating groups to other government livelihood opportunities for their sustainability
SOM staff	High	High	They support community in ensuring their needs is fulfilled.
Community leaders	High	High	Should be involved for social cohesion but care should be taken on level of involvement especially in governance and targeting.

Source: Author (2013) (Highest value-high, lowest value-low)

Appendix IV: Implementation Gantt chart

[illegible]

effective utilization, and management for project sustainability by December (2013)	sustainability of the project activities												
	Coordinate extensions services from government agricultural and community services department in the sub county.												
	Follow up on Group activities (opening gardens, planting seeds, causal labour for cash, digging for cash)												
	Review of project implementation progress-quarterly												
	Participatory Evaluation- Internal bi-quarterly												
	Participatory monitoring and internal assessment												
	Participate in quarterly general program staff meeting to discuss and share project progress with the rest of SOM staff implementing other projects.												

Source: Author (2013)

Appendix V: Logical Framework

Project Title: REBUILDING LIVELIHOODS: ASSESSMENT ON THE IMPACT OF LIMITED ACCESS AGRICULTURAL INPUTS IN PAGEYA B VILLAGE AWACH SUB COUNTY GULU DISTRICT.

Project Logic	Objectively viable indicators (OVIs)	Means of verification (MOVs)	Assumptions
Overall Goal: To enhance durable livelihood solutions for increased crop production through access to agricultural inputs for rebuilding livelihoods of the people in Pageya 'B' Village, Awach Sub County, Gulu District.	1. number reporting that the project was relevant and meet their need 2. number of people in Pageya B village in addition to beneficiaries reporting adaptation and replication of durable livelihood solutions in their households 3. Number of people reporting direct or indirect involvement in the project initiation.	Monitoring reports Evaluation report End of Project report	<ul style="list-style-type: none"> • Security prevails • Rainfall is reliable • When there is Government will
Specific Objectives: 1. To increase opportunities for accessing Agricultural inputs for improved livelihoods among the 50 vulnerable household members in Pageya 'B' Village by the end of project in December (2013) .	1. Projected increase in number of beneficiaries reporting availability of at least 2 other opportunities for accessing agricultural inputs in 12 months. 2. Increased number of beneficiaries reporting availability of at least 3 varieties/pieces of Agricultural inputs per beneficiary household by December (2013) . 3. Projected increase in the number of	Progress report Field visit report Group bi weekly minutes -Progress report -Field visit report -Group bi weekly minutes -Monitoring reports -Progress report	<ul style="list-style-type: none"> • Security prevails • Rainfall is reliable • When there is Government will

	beneficiaries reporting availability of at least 2 acres of garden 4. Increased crop production variety and tonnage to at least 3 per beneficiary	-Field visit report -Group bi weekly minutes -Monitoring reports -regular assessment report	
2. To strengthen the capacity of 50 beneficiaries in basic business skills and sustainable management of livelihood initiatives (products and outputs) in Pageya 'B' village for sustainability by December (2013) .	1. Increased number of group members reporting participation in group activities by December (2013) . 2. Improved Capacity in Basic Business and Management Among Beneficiaries	-Group bi weekly minutes -attendant list -group weekly reports Group bi weekly minutes - Progress reports -attendant list -group weekly reports	<ul style="list-style-type: none"> • Security prevails • Rainfall is reliable • When there is Government will
Outputs: 1. Findings of CNA prioritized as number one need that requires action is development into a project. 2. Distributed Agricultural inputs (hand hoes) are suitable and of quality and effectively utilized. 3. Identified group members are willing and are participating project activities.	1.1. Number of project activities developed in line with CNA prioritized needs. 2.1. Number and varieties of Agricultural inputs (hand hoes) distributed 3.1. Number of beneficiaries/group members reporting increased and regular participation	Group bi weekly minutes - Progress reports -attendant list -group weekly reports Group bi weekly minutes - Progress reports -attendant list -group weekly reports -Group bi weekly minutes - Progress reports	<ul style="list-style-type: none"> • Security prevails • When there Government will -Market stability -security prevails -Government providing support

	in project activities as planned.	-attendant list -group weekly reports -Distribution list	to rural farmers -security prevails -Reliable rainfall
4. Trained beneficiaries able to manage and implement group activities such as Agricultural production, marketing of agricultural products, and causal labour for cash.	4.1. Number of trained beneficiaries reporting use of skills and knowledge gained during training. 4.2. Number of trainings conducted and reported	Group bi weekly minutes - Progress reports -attendant list -group weekly reports	- Government staff willing to participate -security prevails -stable rain fall
5. Project activities are participatorily monitored, evaluated and followed up project activities are reported and shared, feedback received	5.1. Number of group activities monitored and evaluated with indication of proper management and implementation. 5.2. Number of evaluation and monitoring sessions conducted and reported 5.3. Beneficiaries reporting regular participatory project monitoring, evaluation and follow-up and reported and shared, feedback provided and decisions made based on findings and recommendations	-Group bi weekly minutes - Progress reports -attendant list -group weekly reports	
Activities: 1. Met management of SOM on possibility of conducting a research	1.1. Number of meeting conducted and issues discussed and reported.	-Meeting minutes -Participants attendance.	-Security prevails -reliable rainfall is

in their organization	1.2. Number of people who participated in the meeting	-Mobilisation reports -Participants attendance lists	- Government willing to provide services
2. Project start up and orientation meeting	2.1. Number of project start up and orientation meetings conducted 2.2. Number of stakeholders present in the meeting		
3. Conduct CNA	3.1. Number of CNA conducted and reported 3.2. Number of respondents who participated in the CNA. 3.3. Number of assessors who conducted the CNA.	-Participants attendance in CNA. -CNA reports	- Security prevails -Rainfall is reliable -Government willing to provide services
4. Identify, select and verify project beneficiaries in a participatory manner	4.1. Number of project beneficiaries identified, selected, verified and reported 4.2. Number of working groups established with at least members 15 – 30 and process reported	Beneficiaries list Identification and verification	
5. Establish working group with at least 15 – 30 member.	5.1. Number of functional groups implementing project activities with members ranging 15 - 30. .	-Participants attendance. - group list and names -list of activities identified. -weekly community report	There will be reliable rain fall
6. Distribute suitable and quality Agricultural inputs (hand hoes,	6.1. Number of suitable and quality Agricultural inputs (hand hoes, seeds) distributed and in	- Distribution list -Activity report	Stable market and availability.

handles).	use.		
	6.2. Number of activities performed using the distributed hand hoes.		
7. Train beneficiaries in basic business and management skills	7.1. Number of trainings conducted. 7.2. Number of participants trained and using the skills acquired.	-Training reports -Attendant list	- security prevails • Rainfall is reliable When there is Government will to provide services
8. Follow up and Mentor groups and group activities for effective project implementation.	8.1. Number of groups and group members who participated and report relevance 8.2. Number of follow up sessions conducted and reported 8.3. Number of projects activities visited and reported.	-weekly community reports -Monitoring reports -Follow-up reports Participation's attendance lists	
9. Review project implementation for management decisions on project progress	9.1. Number of review meetings conducted and issues discussed. 9.2. Number of beneficiaries who attended	-review meeting minutes	
10. Monitor project progress regularly for effective implementation	10.1. Number of monitoring sessions conducted and reported 10.2. Number of project activities monitored and feedback provided of findings	-List of participants -Monitoring reports -weekly community reports -Monitoring reports -Follow-up reports	
11. Evaluate project progress, to assess impact and achievement of project objectives.	11.1. Number of people who participated in the monitoring sessions 11.2. Number of evaluation sessions	-Participation's attendance lists	

	conducted and reported	-evaluation report meeting minutes	
	11.3. Number of beneficiaries reporting their project activities evaluated and feedback given on findings		
12. Participate in quarterly general program staff meeting to discuss and share project progress with the rest of SOM staff implementing other projects.	12.1. Number of general quarterly program staff meeting attended and shared project progress with the rest of SOM staff implementing other projects.	- Meeting report -List of participants	
13. Project audit	13. Number of project audited and reported	Audit report	

Source: Author (2013)

Appendix VI Indicator tracking tool

Description	Indicators	Target
Goal : To enhance durable livelihood solutions for increased crop production through access to agricultural inputs for rebuilding livelihoods of the people in Pageya 'B' Village, Awach Sub County, Gulu District.	1. Projected increase in number of number reporting that the project was relevant and meet their nee 2. number of people in Pageya B village in addition to beneficiaries reporting adaptation and replication of durable livelihood solutions in their households 3. Number of people reporting direct or indirect involvement in the project initiation.	1025
Objective 1 To increase opportunities for increased crop production through access to agricultural inputs among 50 beneficiaries in Pageya 'B' village in Awach Sub County by December (2013)	1. Projected increase in number of beneficiaries reporting availability of at least 2 other opportunities for accessing agricultural inputs in 12 months.	50
	2. Increased number of beneficiaries reporting availability of at least 3 variety of Agricultural inputs per beneficiary household by December (2013) .	50
	3. .Projected) increase in the number of beneficiaries reporting availability of at least 2 acres of gardens as a result of distribution of hand hoes and group activities by December (2013)	50
	4. Increased crop production variety and tonnage to at least 3 per beneficiaries by December (2013) .	3 tone per beneficiary
Objectives 2 To build the capacity of 50 selected beneficiaries' to manage project activities for effective utilization, and management for project sustainability by December (2013) .	1. Increased number of group members reporting for weekly participation in group activities by December (2013) .	15-25
	2. Increased number of beneficiaries reporting improved capacity in basic business and management including Agricultural products and marketing of agricultural products, and savings of causal labour outputs.	50

Source Author (2013)

Appendix VII: Tools for Data collection

I. CNA

II. Interview guided for structures Individuals interviews

Name of the assessor	Date of assessment
	Contact information of assessor
1. Demographics information	
1.1. Assessment Location	
District _____, Sub county, _____ Parish, _____ Village _____	
1.2. Name of respondent _____ -	
1.3. Sex	
<input type="checkbox"/> Female <input type="checkbox"/> Male	
1.4. Respondent's age.	
<input type="checkbox"/> 12-24 <input type="checkbox"/> 25-37	
<input type="checkbox"/> 38-50 <input type="checkbox"/> 51-70	
<input type="checkbox"/> I don't know	
1.5. How many people are <u>currently</u> living in the house with you? (eating and sleeping together)	
<input type="checkbox"/> 1- 5 <input type="checkbox"/> 6-10	
<input type="checkbox"/> no one <input type="checkbox"/> I don't know	
<input type="checkbox"/> others.....	
1.6. Do you have children of your own? How many?	
<input type="checkbox"/> Yes (1- 5) <input type="checkbox"/> Yes (6-10)	
<input type="checkbox"/> No	
1.7. What is your main source of livelihoods? Select all that apply:	
<input type="checkbox"/> subsistence farming	<input type="checkbox"/> casual labour
<input type="checkbox"/> livestock production/sales	<input type="checkbox"/> small business
<input type="checkbox"/> i don't know	<input type="checkbox"/> other: specify _____
1.8. How do you implement your source of livelihood activities stated above?	
<input type="checkbox"/> use kiosks <input type="checkbox"/> hand hoe	
<input type="checkbox"/> other: specify <input type="checkbox"/> ox plough	
<input type="checkbox"/> i don't know	
2. INVESTIGATIONS ON PROBLEMS, CAUSES, EFFECTS AND POSSIBLE SOLUTIONS	

2.1. What is the main problem/factor affecting your livelihood in this village?	
<input type="checkbox"/> Unreliable rainfall <input type="checkbox"/> Lack of alternative source of income <input type="checkbox"/> Lack of market <input type="checkbox"/> I don't know	<input type="checkbox"/> Low crop production <input type="checkbox"/> Limited access to agricultural inputs <input type="checkbox"/> Lack of Government support <input type="checkbox"/> Other: specify _____
2.2. What are the causes to the problems?	
<input type="checkbox"/> Environmental degradation <input type="checkbox"/> Lack of business skill, innovation and management <input type="checkbox"/> Limited acreage cultivated <input type="checkbox"/> Lack of Government support <input type="checkbox"/> Other: specify _____	<input type="checkbox"/> Unreliable rainfall <input type="checkbox"/> Lack of alternative source of income <input type="checkbox"/> Limited access to agricultural inputs (lack of hoes, tractors, improved seeds, pangas) <input type="checkbox"/> I don't know
2.3. What do you think are the effects of these problems on your livelihoods?	
.....	
2.4. What do you think can be done (possible solutions) to reduce the effects of these problems on your livelihood?	
.....	

The end-

Thank you for your time

1.1. FGD question Guide for community needs assessment – CNA in Pageya B Village Awach Sub County Gulu district.

Name of assessor _____ **Name of Note taker** _____

FGD category _____ **Date** _____

1. How were the people of this earning their livelihoods in this village before the war and currently?
2. If there have been changes positively or negatively, what has changed?
3. How are the changes affecting the life of the people in this village?
4. If there were negative changes which of them/it are/is affecting the livelihood of the people of the people in this village?

5. What has been done to reduce the effects of the negative changes from affecting people of this village?
6. Who are the people or organizations supporting the village overcome the effects of the changes?
7. What kind supports are the organizations or people of the village providing to address the changes?
8. If there are no supports being provided to address the changes, what do you think should be done to address it?
9. Other information

I. Midterm Evaluation

II. Semi-Structured Interview Guiding Questions in Pageya B VillageAwach Sub County
Gulu District

1. Demographic information

1.1. Sex

1.2. Name of respondents

2. How long have you been in the project since it started?

3. How were you involved in the project?

4. What has motivated you to participate in the project?.....

.....

5. How has this project been able to meet your needs and why?

.....

.....

6. What has been the options of the rest of the people of this community on this project since it started?.....

.....

.....

7. What kind of durable solutions adopted and practiced as means for accessing agricultural inputs have you initiated as a group and individual as the result of participating in this project? And how many?

.....

.....

8. How the hand has hoes you received from this project, been able to support your livelihood activities?

.....

9. How has the project activities enhanced your ability to acquire some durable livelihood solutions to accessing agricultural inputs for improved livelihoods?

.....

10. How have you been able to use the outcomes of the project activities since you joint the project?

.....

11. How do you plan to use the products/proceeds of this project activities in your livelihood in future?

.....

12. What support did you receive in the project that helped you in implementing project activities?

.....

1.1. Midterm Evaluation: FGD question guide.

Project Title: Rebuilding Livelihoods: An Assessment on the impact of limited Access to agricultural inputs in Pageya 'B' Village Awach Sub County Gulu District.

1. What is your opinion on the project since it started?
2. If it is progressing or not, what do you think is contributing that state?
3. How has the hand hoes distributed supported people in this village?
4. What are some of the visible signs of the changes in the life the people in this village since the project started?
5. Which of the project activities supported the people so much since the project started?
6. How do you see yourself and the entire group in the next 2 years from now?
7. What are the plans of the people here on the future of the project?
8. Are there other information on the project that you want to tell us?

Appendix VIII: SWOT Analysis of SOM

<u>Strengths</u>	<u>Weakness</u>
<ul style="list-style-type: none"> • High assets base; 40 acres of land, building and structures and this make it easy to implement some of the up-coming programs and future expansion. • Long term experience in agro vet services and community development process. • Competent human resource to fully support operations • The ability to attract a range of stakeholders and partners into our activities as evidenced by personal friends' funding and other stakeholders. • An effective Holistic ministry model that cater for social psychological, economic and spiritual needs the communities 	<ul style="list-style-type: none"> • Inadequate capacity in human resource management • Inadequate capacity program development and resource acquisition • Limited capacity of the staff to adapt to change financial crisis • Vacant positions need to be filled to have all technical staff on board.
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • The prevailing relative peace, and economic recovery programs available and conducive business environment • Increasing demand for produce, vegetables and livestock's products in Uganda and beyond boarder • Increased agricultural activities and markets, production and productivity due improved mechanisation and introduction of locally based agro-processing 	<ul style="list-style-type: none"> • Climatic changes – increasing the risk of crop failure and farmer unwillingness to invest in improved agro-inputs that may not produce profitable returns • Fake agro-inputs currently on markets by various input dealers. • Land conflicts and land grabbing still remain a challenge in Northern Region; causing the families and clans divisions amongst our rural local communities • The community still exhibits little freedom and freshness in their development life. • Lack of power supply; more especially electricity which is not yet available in area of operation. • Lack of reliable agro vet resource centre for fast and effective extension services. • Low households' income, poor savings culture and deep seated poverty amongst rural communities; this still is slowing down

enterprises rural development.

- Board involvement and participation of community
- Reduced funding opportunities for northern Uganda.

Source: author (2013)

Appendix IX: Summary Training for Business Skills and management training

Title: Training Manual for the Entrepreneurship Training
Program

Funded by Icelandic International Development Agency (ICEIDA) Implemented by
Uganda Investment Authority (UIA) In Collaboration With Training Partners Makerere
University Business School- Entrepreneurship Centre (MUBS-EC) Management Training
And Advisory Centre (MTAC) Uganda Women Entrepreneurs Association Ltd
(UWEAL) *Content developed and compiled by: Audrey Kahara - Kawuki Sarah Kyejjusa -
Bazibu Illustrations and layout by: Sematimba Joseph*

MODULE 1

Topic 1: BUSINESS BASICS

Topic 1.1. Personal Strengths and Weaknesses, What Kind of Skills and talents do I
possess? What kind of Knowledge or Training do I have? Why do I go into Business?
Core beliefs, Values and Motivations

Topic 2.1: Business Identification (What can I do? Scanning the environment, Assessing
Business Ideas)

2.1.1. Self-assessment exercise:

Exercise 1: Strength and Weaknesses

Question: 1.1.) What kind of skills and talents do i possess?

Exercise 2: talent and skills identification

Define and list the talents and skills you are aware of and list yours separately.

Question 4. Why do i want to go into business?

- 1.2.1. Why start a business
- 1.2.2. Behaviours of successful entrepreneurs/business person
- 1.2.3. CORE BELIEFS, VALUES AND MOTIVATIONS (Motivation
Behaviours)

Exercise 3: Answer the

Seven Questions to Change Your Life:

1. What would you do if you won 1 billion Uganda shillings on the lottery next week?
2. What would you do if you only had six weeks to live?
3. What do you dream of achieving, attempting or experiencing?
4. What is your greatest fear that holds you back from starting a business or from doing well in business?
5. Describe the job or working situation you would prefer to work in. What one great thing would you do if you were sure that you would not fail?
6. What time commitments do you bring to the business per week? Social activities Family? What financial commitments/expenses do you bring to the business per week?
7. Household expenses, shillings, Loan repayments, Savings for marriage?

SESSION TWO: BUSINESS IDENTIFICATION

Objectives: The objectives of the session are to enable participants, Identify business opportunities, Explain the relationship between personality, skills, talents and business ideas., Examine the opportunity for using their skills, abilities and talents for income generation, Recognize underutilized resources in their vicinity.

Topic 1.2 Generating business Ideas

Question 1.2 what can i do? Business idea is something business related that comes up in ones' mind to fill a gap or to solve a problem.



Source: UIA Entrepreneurship training manual

Question 2.2: How do we get the ideas?

Excises 4: Brainstorming: How to Do It.

Topic 2.2 Scanning the Environment

Exercise 5 Scanning and selection of ideas

Topic 3.2 Assessing Business Ideas

3.2.1. Criteria for assessing business ideas: Skills/talents/knowledge that you do have,
Available resources and Demand

3.2.2. Crosscheck business Idea: guide: Which of these ideas matches my strength?
Which idea helps me to meet my personal objectives? Which resources do I need
to realize the business idea? What gap am I filling is it a need or problem? Are
there people out there who will buy your product or pay for your service? Exercise
6. Fill in the table as appropriate.

Table 1: Assessing Business Ideas

Name of Business Idea	Skills and Competencies	Available Equipment	Access to Raw Material	Financial Resources (Start-up; working capital)	Sufficient Demand

MODULE 2

BUSINESS PLANNING

Overall aim of the module: This module seeks to equip entrepreneurs and other business practitioners with skills and knowledge to prepare a business plan which becomes an ultimate working guide for their businesses.

Topic 1.2 The Concept of Business Planning and Its Role: What are the common plans that you make as an individual? What plans do you make as a family? What may happen to you if you do not plan your day?NB: Some businesses have plans but are not written anywhere. NB a business must have GOAL and objectives (SMART)

Topic 2.2

Business Environment

2.2.1. Components Of Business Environment

SESSION II: BUSINESS ENVIRONMENT



Source UAI manual

2.2.2. Forms of Business: Sole proprietorship, Partnership, Company, Cooperative society

2.2.3. Markets and Market Analysis

Topic 2.3 PRODUCT/SERVICES: What does your product do for the customers? Why do customers like it or hate it? Do you have a single product or a variety of them? Do you intend to increase or reduce your product types, etc?

Topic 2.4 Market and Marketing

2.4.1. Techniques of a Market research:

Topic 2.5 Marketing Plan

i. **Contents of a market plan:** Product: Price, Promotion, Place,

Topic 2.6 Financial Plan

- a. **Forecasts of financial statements:** How much money will come from selling the goods or services, How much money is needed by the business to cover the costs of production, selling , and distribution, etc, How much profit is expected from the business, Assets, liabilities and capital should also be estimated

2.6.1. Possible sources of capital

Exercise 6: answer the following questions which must be included in a business plan: Do you know the amount of money needed to start your business? Where do you intend to get this money from? Is your income forecast reasonable? Are your projected profit margins achievable? Are you taking into consideration the need for working-capital? What about operating and capital budget expenditures?

Module 3 Business/ Enterprise Management

Topic 3.1 Marketing

Objectives: At the end of the session participants should be able to; Describe the importance of marketing, Practice how to acquire customers for their products/services, Design strategies for sustaining long-term relationships with their customers. •

Topic 3.1 Key Areas in Marketing: Product, Price, Promotion, Place/Distribution, Channel.

Topic 3.2 Customer Care

- 3.2.1. Who is your customer
- 3.2.2. Good Customer Service
- 3.2.3. Customer Relationships
- 3.2.4. Dealing with customer complain

Topic 3.3 Communication Skills

Objectives: To enable participants: Build confidence, and strengthen your ability to lead teams, communicate, and Compare the nature of communication and the communication process

3.3.1. Why do we communicate? And Consequences of poor communication

Topic 3.4 Record Keeping

Objectives: At the end of the topic Participants should be able; properly record and keep business documents, Compare business documents and records, Attach costs to their products and set prices and salaries that will help them break even.

- i. Users of business records: the business, other credit institutions, Government through Tax assessors.
- ii. Importance of Record Keeping to Business
- iii. Consequences of poor record keeping
- iv. types of business records
- v. uses of business records: costing, pricing, setting salaries

Topic 3.5 Financial Management

Objectives: At the end of the session Participants should be able to: Determine the funds needed to run the business, To identify the various sources of finance•

Learn how to prepare a budget, describe the concept of tax and its implications on businesses.

3.5.1. Working Capital: Working capital is the short-term capacity that enables the business to operate the long-term assets on a daily basis in order to produce the desired goods and service

3.5.2. Importance Of Working Capital; Cash management, Debtor's management, Creditor's management, Creditor's management, Optimal stock level

Topic 3.6 Financial Self-Assessment: How much cash should be kept by the business, why do you need cash in your business? How long do you take to collect money from your debtors (customers)? How long do you take to pay your creditors (suppliers)? What kind of items do you keep as stock in your business? How long do you take to sell your stock?

Topic 3.7 Sources of Funds / Types of Funds – Short Term And Long Term (Profits from the business, Trade credit, Bank overdraft, Loans, Customer Advance,, Sales of assets

Topic 3.8 Budgeting

Topic 3.8 Benefits of Budgeting

MODULE 4: SOCIAL AND PERSONAL ASPECTS OF THE BUSINESS

4.1. Self Confidence

Objectives: Build confidence, Strengthen your ability to lead teams, Describe the nature of leadership and followership.

4.2. Importance of Self-Confidence: Self-confidence means believing in oneself. You will easily succeed if you believe in yourself

- Leadership Skills

4.3. Conflict and group Management

Objectives: By the end of this session participants will be able to describe business conflicts, Describe the causes of business conflicts, Resolve business conflicts,

4.3.1. Why does conflict occur?

4.3.2. MANAGING CONFLICT

Steps:



4.3.3. Group formation and management

4.4. Business Ethics and Social Responsibility

Objectives: By the end of this session participants will be able to: Build a good business image through conducting business justly, morally and creatively while taking into consideration the rights and welfare of others Apply ethical standards to exercise democracy in business, Create goodwill for the business,

4.4.1. Business ethics

Exercise 7: Differentiating the business from, you and friends.

Levels at which business ethics is exercised

Exercise 8: Identify the ethical standards, which were exercised at the following levels)

Societal level, b) Legal level, d) Individual level

Appendix X: Summary Evaluation

Project Logic	Indicators	Expected Target	Actual target	Variance explanation
Overall Goal: To enhance durable livelihood solutions for increased crop production through access to agricultural inputs for rebuilding livelihoods of the people in Pageya 'B' Village, Awach Sub County, Gulu District.	1. number reporting that the project was relevant and meet their need 2. number of non-project beneficiaries who adapting and replicating of durable livelihood solutions in their households 3. Number of people reporting direct or indirect involvement in the project initiation.	1,021 people	1,021 people	1,021 people
Specific Objectives:				
Objectives 1: To increase opportunities for accessing Agricultural inputs for improved livelihoods among the 50 vulnerable household members in Pageya 'B' Village by the end of project in December (2013) .	1. Projected increase in number of beneficiaries reporting availability of at least 2 other opportunities for accessing agricultural inputs in 12 months.	50 (100%)	33 (66.7%)	Its crop production season other activities would start sale of 1 st harvest crop products
	2. Increased number of beneficiaries reporting availability of at least 3 varieties/pieces of Agricultural inputs per beneficiary household by December (2013) .	50 (100%)	50 (100%)	
	Projected increase in the number of beneficiaries reporting availability of at least 2 acres of gardens by December (2013)	50 (100%)	46 (91.6%)	
Objectives 2: To strengthen the capacity of 50 beneficiaries in basic	1. Increased number of group members reporting regular participation in group activities by	50 (100%)	33 66.7 %)	

business skills and sustainable management of livelihood initiatives	December (2013) .			
(products and outputs) in Pageya 'B' village for sustainability by December (2013) .	2. Increased number of beneficiaries reporting improved capacity in basic business and management skills including Agricultural products	50 (100%)	50 10 0 (%)	
Outputs:				
1. Findings of CNA prioritized as number one need that requires action is development into a project.	Number of the beneficiaries reporting that the developed project is based on CNA prioritized needs and output is met their needs.	45	30 (66.7%)	
2. Identified beneficiates willing to participate in project activities and group works	Number of group members reporting increased participation in project activities and group work	50 (100)	91.7%	
3. Project activities identified implemented and managed.	Number of group activities performed successfully and reported to groups	2 (100%)	66.7 %	
4. Distributed Agricultural inputs (hand hoes) are suitable and of quality for use by beneficiaries.	Number and varieties of Agricultural inputs (hand hoes) and suitable.	100 (100%)	100 (100%)	
5. Trained beneficiaries able to manage and implement group activities	Number of beneficiaries reporting training equipped them with good management and business skills	50 (100%)	50 (100%)	
6. Project activities are participatorily monitored and feedback given	Beneficiaries reporting regular participation in project monitoring, evaluation and follow-up and, feedback	50 (100%)	50 (100%)	
Activities:				
1. Meet management of	1.1 Number of meeting conducted and			

SOM on possibility of conducting a research in their organisation	issues discussed and reported.			
2. Project start up and orientation meeting	2.1. Number of mobilization sessions conducted and reported	01	01	
	2.2. Number of people who participated in the meeting	20	20	
	2.3. Number of project start up and orientation meetings conducted	01	01	
3. Conduct community for CNA (training of assessors, mobilization and debrief)	3.1. Number of CNA conducted and reported	01	01	
	3.2. Number of assessors used in the CNA			
4. Identify, select and verify project beneficiaries in a participatory manner.	4.1. Number of project beneficiaries identified, verified	50	50	
	4.2. Number of community reporting participation in identification, selection and verification beneficiaries.	20	20	
5. Distributed suitable and quality Agricultural inputs (hand hoes, handles) effectively utilized	5.1. Number of suitable and quality Agricultural inputs (hand hoes, seeds) distributed and in use	100	100	
	5.2. Number of beneficiaries who received the suitable (hand hoes, seeds)	50	50	
6. Train beneficiaries in basic business and management skills	6.1. Number of trained beneficiaries reporting use of skills and knowledge gained during training	50	45	
	6.2. Number of trainings conducted	01	01	
7. Follow up groups activities and carry out mentorship on bi – monthly basis.	7.1. Number of monthly follow up sessions conducted and reported	12	06	
	7.2. Number of projects activities visited and reported	60%	60%	
8. Review project	8.1. number of review meetings	04	02	

implementation for management decisions on project progress.- quarterly	conducted and issues discussed. 8.2. Number of beneficiaries who attended			
9. Conduct joint Monitor project progress regularly for effective implementation- quarterly	10.1 Number of joint monitoring sessions conducted and reported 10.2 Number of beneficiaries reporting their activities monitored and feedback provided of findings 10.3 Number of people who participated in the monitoring sessions	04 50 (100%) 12	04 50 (100%) 12	
10. Evaluate project progress, to assess impact and achievement of project objectives.	10.1.Number of evaluation sessions conducted and reported 10.2.Number of beneficiaries reporting their activities were evaluated and feedback given on findings 10.3.Number of people who participated in the evaluation sessions	02 50 12	02 50 12	
11. Participate in bi- quarterly general program staff meeting	Number of general quarterly attended	02	01	
12. Conduct project Audit	Number of project audit conducted	01	01	

Source Author, (2013)

Appendix XI: JOB DESCRIPTION

1. Title: Program Director

Reports to: Program Coordinator

Location Gulu district

Job Purpose: To lead program director; budget holder- grant effectively managed and focal person in resource acquisition. Lead the design process of Gulu program strategic direction, lead full proposals and concept development for applications from \$2 million and above. Ensure that grants are managed effectively through appropriate, timely and detailed communication with key stakeholders.

Key responsibilities

- i. Provide overall strategic direction and management for the program
- ii. Promote the SOM stakeholder
- iii. Ensure timely submission of all annual report
- iv. Supervise technical team to achieve results and manage staff performance
- v. Oversee quality and cost control, performance monitoring, reporting, and client relations.
- vi. Provide overall management, leadership; vision and direction of the program, including budget management, technical oversight and quality assurance, ensuring that all program objectives are met maintaining the highest standards of quality.

Job Tasks

1. Strategic direction:

- i. Translates Sports Outreach Ministry (SOM) multi-annual strategic plan into annual SOM operational plans including budget and strategic priorities
- ii. Take a lead role in the development of an innovative resource acquisition
- iii. Ensure strong leadership and supportive management
- iv. Manage overall program with the large teams in Gulu geographic location

2. Networking, Representation and Business Development

- i. Provide thought leadership and represent SOM in meetings as a spokesperson and advocate on community-oriented extractives management.
- ii. Build and maintain strategic alliances with government , regional and international NGO on extractives issues,
- iii. explore potential areas for collaboration and mobilize opportunities and resources with innovative solutions,
- iv. Translate ideas for advice and collaborative programmes in attractive technical and financial proposals and expressions of interest for bilateral, Multilateral Organizations and Private Foundations.

3. Program Development and Resource Acquisition

- i. Assess level of risks associated with regional opportunities and ensure sufficient alignment with all relevant SOM strategies and use information to make recommendations whether or not to pursue specific opportunities.
- ii. Maintain relationships with donor(s) through reporting, liaison, updates, meetings, and advocacy in Gulu and the region.
- iii. Support program development including proposals, concepts form \$1million US

Qualifications

- i. 3 years' experience as Program manager or 5 years as or other comparable experience.
- ii. 8 years of experience managing programs in post conflict, transitional, post-conflict countries.
- iii. Very good working knowledge of development modalities.
- iv. Significant experience working with media and communications contexts.
- v. An understanding of the vision/mission, core values and objectives of SOM.
- vi. Proven interpersonal and networking skills to liaise authoritatively with figures from the aid and donor communities and host governments.

- vii. Excellent staff management skills: Experience in building and effectively managing and supervising diverse teams of employees and partners across different countries.
- viii. Demonstrated effective interpersonal skills, pro-activeness, creative problem-solving and ethical management.
- ix. Demonstrated ability to manage budgets and plan strategically and creatively to meet specified objectives.
- x. Diplomatic and effective communication skills
- xi. An understanding of and commitment to SOM mission and values

2. Title: Operations manager/Officer **Reports to:** Program Director

Location: Gulu district

Job Purpose

- i. Oversee the implementation of actual field activities that aim at achieving the strategic objectives of the country programme.
- ii. Manage all programme operations, review management systems and make appropriate improvements.
- iii. Co-ordinate activities between the field sites and SOM head quarter
- iv. Monitor and maintain compliance with standard SOM procedures and guidelines.
- v. Play a key role in developing SOM position within Gulu.
- vi. Maintain a strong working relationship with other Country Management Team members and all Project Coordinators
- vii. Represent the Program Director when required.
- viii. You will provide supervision to the community development Officer - CDO to ensure the timely implementation of donor-funded projects based on the SOM Project Management Cycle (PMC).

Specific responsibilities:

i. Operational Management

- ii. Overall responsibility for effective and efficient management of project implementation at all project sites, consistent with the project management cycle, program objectives, activities and indicators.
- iii. Coordinate the drawing-up of plans, budgets for new projects & extensions of projects in conjunction with program director.
- iv. Ensure project monitoring systems are in place and that reviews are undertaken periodically in conjunction with the team, Program director, project partners and relevant local stakeholders.
- v. Initiate regular project team meetings at all field sites to ensure project time-line fulfillment and donor/ SOM compliance.
- vi. Pro-actively contribute to programme development and strategy.
- vii. Monitor the evolving humanitarian situation in the project regions and consider strategic and immediate responses.
- viii. Line manages Project Coordinators to ensure that appropriate management, administration, personnel, logistic, finance, and communication systems are in place.
- ix. Undertake regular travel to all field sites as dictated by the needs of the project, security and staff etc.

2. Logistics/ Finance/ Administration:

- i. Ensure appropriate administrative, financial and logistical systems/ procedures are in place, maintained and adhered to so that all support functions are carried out effectively and efficiently.
- ii. Maintain familiarity with donor compliance issues, ensuring all projects are compliant with donor and procedures/ requirements.

- iii. Ensure appropriate documentation of projects for transparency and future donor inspection/ audit.
- iv. Assist the Logistics Manager in follow-up and coordination of logistical issues with field sites
- v. In coordination with the Log Co undertake logistics systems monitoring/ review.

3. Human Resource Management:

- i. Undertake staff appraisals for community development officers and others under direct line-management.
- ii. Where relevant, contribute to job descriptions and staff selection.
- iii. Support team members professionally and monitor/ support stress management.
- iv. Maintain good inter-team communications & engender positive team dynamics.
- v. Monitor staff welfare in the field sites and ensure appropriate steps are taken to improve living and working conditions where necessary

4. Communication/ Representation

- i. Ensure regular communications are maintained between the field sites and the Country Management Team, acting as the focal person for communication.
- ii. Represent field site teams at the Country Management Team meetings, and the Country Management Team in the field sites.
- iii. In coordination with the Program Director, represent to government officials, donors, NGOs, local and national and any other parties as required.
- iv. Support the Program Director's strategic co-operation initiatives with national and international in the district and other wise.

5. Security

- i. Acting as the key safety and security focal point (SSFP) for all safety and security issues within the Gulu programme
 - ii. Gather and disseminate information on security issues to relevant staff
 - iii. Ensure district specific safety and security plans and guidelines are updated
 - iv. Ensure that all staff SOM are adequately briefed on safety and security
 - v. Organize security training
 - vi. Ensure that all Security Incidents are reported through the correct channels, and that analysis is passed to the Program director
 - vii. Attend all security related meetings at national level and represent Gulu in these forums
- Specific duties

Person Specification:

- i. Essential Qualifications, experience and competences:**
- ii. Previous Relevant previous experience in an overseas post-conflict or development environment.
- iii. Strong communication skills, with excellent written and spoken English
- iv. Experience of representation/ liaison with government officials, local authorities, NGOs, civil society groups and donors.
- v. Ability to write and edit quality project proposals and reports • Proven administrative, problem solving and organizational skills.
- vi. Proven experience in budget and grants management
- vii. Understanding of logistics systems
- viii. Confident and proficient in the use of MS Office
- ix. Team player with experience of establishing strong working relationships with colleagues from different functions, cultures and political environments

- x. Experience of a flexible approach to managing and prioritizing a high workload and multiple tasks in a fast paced environment with tight deadlines
- xi. Experience of proactively identifying and addressing issues
- xii. An understanding of and commitment to 's mission and values

3. Title: Community Development Officer- CDO

Reports to: **Operations Manager/Officer**

Location, **Gulu- Awach Sub County**

Purpose of Position

Main purpose of the role The CDO will be managing the all projects in Awach Sub County, ensuring effective implementation of the project. This includes project management, responsibility for security, and ensuring that all proper financial, logistics, and administrative procedures are followed for project implementation. The CDO will directly line manage assistant CDOs and ensure good management project assets; security, programme development, logistics, administration and representation at sub county level

Major Responsibilities:

- i. Ensure timely and effective implementation of livelihood projects and marketing activities to meet project objectives, including work plan development, budget management, and monitoring of all activities.
- ii. Work with relevant stakeholders, government authorities to supervise and manage livelihoods income generating and saving initiatives benefiting vulnerable communities in targeted areas.
- iii. Support development and implementation and training program in basic business and management skills.
- iv. Work with beneficiary groups/associations to improve quality standard of their produce and increase market presence.

- v. Support capacity of project and government staff on the rebuilding livelihood project in the areas.
- vi. Promote cross functional collaboration between sectors within the project, SOM and establish linkages with relevant local authority and community-based organizations in order to exchange information.
- vii. Compile and submit relevant weekly, monthly, quarterly and other progress reports to ensure the flow of information between relevant stakeholders.
- viii. Participate in development of livelihood development project proposals and fundraising activities to ensure successful programming livelihood development in Awach sub county..
- ix. Representing SOM at district and sub county level coordination and networking forums to improve and maintain relationship with partners.
- x. Implement other duties as requested by the program Coordinator.

Qualifications: Education/Knowledge/Technical skills and experience

- i. A bachelor's degree from a reputable university in development studies with focus on livelihood and economic management or related field.
- ii. Personal experience in community development, especially in adult education, participator approaches.
- iii. Mature and confident to engage positively with stakeholders, authorities at the district and sub county levels
- iv. Displays cultural, gender, religion neutrality
- v. Possess Integrity and follow ethically sound standards and Christian ethics
- vi. Committed to working a non-traditional work schedule
- vii. Ability to develop and execute a vision for the future success of the team
- viii. Ability to mentor and grow team members

- ix. External communication and public relations
- x. Program development and business work plan formulation
- xi. Ability to build strong relationship and partnership with relevant agencies at the state and county levels.
- xii. Good team player, good communication skills, self-starter with ability to work under minimum supervision and maintain good relationships.
- xiii. Understanding of human rights and protection issues

Other Competencies/ Attributes:

- i. Fluency in English and Luo is an added advantage.
- ii. Competency in computer applications mainly MS-Word, MS-Excel and MS-PowerPoint.

4. Title: Researcher

Reports to: **Program Director**

Location: **Gulu district**

PURPOSE OF POSITION

To lead program development; ensure project is managed technically. Lead the design of system/tools for program strategic direction, lead full proposals and concept development for application. Ensure that grants are managed effectively through appropriate, timely and detailed communication with key stakeholders. Document progress and share with relevant stakeholders and provide feedback.

KEY RESPONSIBILITIES:

- i. Provide overall strategic direction and management for the programs
- ii. Promote the SOM stakeholders
- iii. Ensure timely submission of all quarterly progress reports

- iv. Ensure technical management of the project
- v. Conduct assessments , evaluations, monitoring
- vi. Provide overall management, leadership; vision and direction of the program, including budget management, technical oversight and quality assurance, ensuring that all project objectives are met maintaining the highest standards of quality.

4. Program Development and management

- i. Support assessment of risks associated with opportunities and ensure sufficient alignment with all relevant SOM strategies and use information to make recommendations whether or not to pursue specific opportunities.
- ii. Lead program development and technical support proposals, concepts from \$1million USD ensuring timely submission, managing all components of the process and, including but not limited to the following
- iii. Serve as technical manager as assigned or support designated CDO in project implementation in coordination with finance officer, procurement, as needed.
- iv. Develop implementation system necessary project implementation.
- v. Ensure engagement of key stakeholders (e.g. government, communities, regional leadership, and specialists).
- vi. Ensure integration of cross cutting themes of SOM with this project.
- vii. Facilitate lessons learned after proposal development, implementation progress; share key lessons with key stakeholders.

Capacity Building

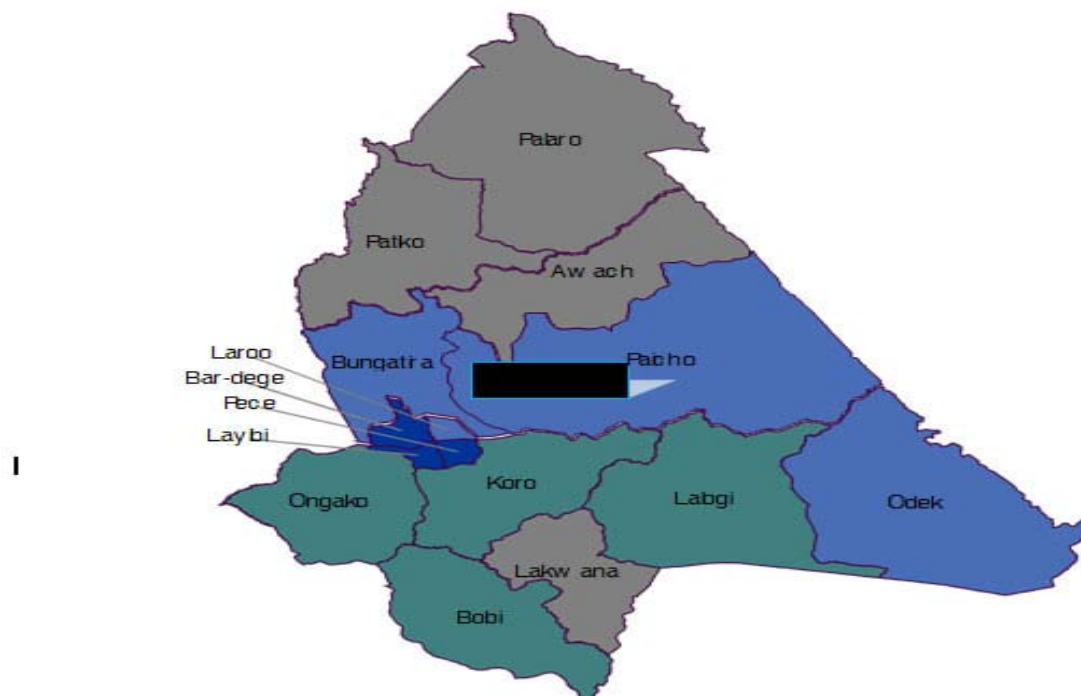
- i. Develop the capacity the participating beneficiaries project cycle
- ii. Identify capacity needs in the areas of organizational development and strengthen its institutional capacity to deliver similar interventions

- iii. Undertake pro-active on the job training and staff development. Train and Mentor project staff on effective project planning and management methodologies

QUALIFICATIONS:

- i. Technical skills in PM&E processes
- ii. Very good working knowledge of development modalities.
- iii. Significant experience working with media and communications contexts.
- iv. An understanding of the vision/mission, core values and objectives of SOM.
- v. Proven interpersonal and networking skills to liaise authoritatively with figures from the aid and donor communities and host governments.
- vi. Excellent staff management skills: Experience in building and effectively managing and supervising diverse teams of employees and partners across different countries.
- vii. Demonstrated effective interpersonal skills, pro-activeness, creative problem-solving and ethical management.
- viii. Demonstrated ability to manage budgets and plan strategically and creatively to meet specified objectives.
- ix. Diplomatic and effective communication skills
- x. An understanding of and commitment to SOM mission and values.

Appendix XII: Map of Gulu district counties



Source: <http://www.gulu.go.ug/>

ⁱDirect beneficiaries are people of Pageya who participated in the project through receipt of project inputs while indirect beneficiaries are members of the village who benefit through the direct beneficiaries.

ⁱⁱA Savings and Credit Cooperative Society (SACCO) is a cooperative financial institution that is owned and controlled by members, according to democratic principles, for the purpose of encouraging savings and using pooled funds to give loans to its members at reasonable rates of interest and providing related financial services to enable members improve economic and social conditions.